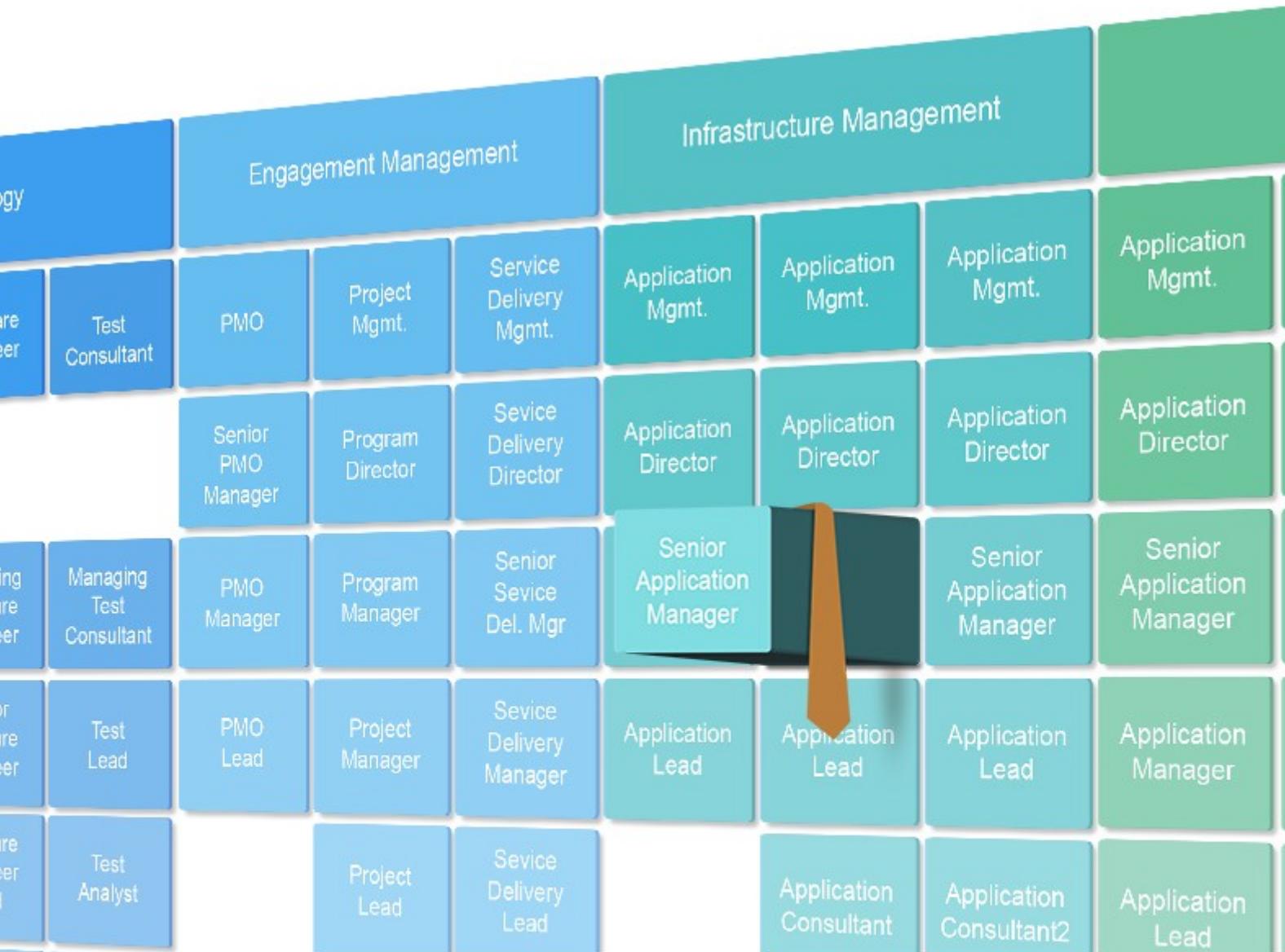


HOW TO GROW YOUR CAREER

Your Career Guide



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About This Document

This document is targeted at team members in the FS GBU (Financial services Global business unit).

As an overview of the Career Framework, it provides you with a guide to the roles and levels that exist in the Career Framework. It explains what is needed to perform effectively in your role and to move up levels or across different roles.



Talent and diversity - why are they important?

Talent and diversity supports the individual and helps organization develop in response to complex and changing business environments.



Talent

Talented and diverse individuals are integral to FSGBU

The diversity of an organization provides a broader perspective and greater range of insights and outlooks, producing high performing and motivated individuals and teams which clearly differentiate us in the marketplace. In FSGBU, by respecting, supporting and valuing difference, we recruit, develop and retain the best talent.

Talent Acquisition

Hiring and retaining talented individuals is the key to our success. By matching the skills and competencies required for the role with those possessed by the candidate, as well as identifying people with potential to grow with us, we give our new joiners the best start to their career with Capgemini.

The competency model and the Framework also enables us to clearly identify development opportunities, outline potential career paths and provide guidance on growing an individual's skills and employability.

Talent Management

In FSGBU, talent management plays a key role in maintaining high performing teams. Our talent process helps us to identify high potential individuals and leaders of the future. Matching individuals' aspirations and abilities with key business roles and succession planning requirements, ensures we provide the right challenges and promotion opportunities for our potential team and business leaders.



For optimum business success we must have the right talent in the right roles at the right time. As an organization, FSGBU actively encourages the movement of talented individuals to support both business requirements and the development and growth of an individual's skills and experiences. In the same spirit, we expect our employees to be open to new opportunities and take on new challenges.

Diversity

Our Global Enterprise Model reflects our focus on diversity - it is about finding the right people with the skills that we need in our organization regardless of gender, ethnicity, disability, religion, sexual orientation or any other differences. We believe that having the right people in the right roles will provide a win-win solution by supporting our business transformation and employee development.

Our senior leadership team is reflective of the ethnic makeup of our organization, representing both on and offshore locations. We continue to focus on maintaining this balance as the diversity of perspectives enhances our overall workforce.

Career Framework

The Career Framework serves as a guide and inspiration for possible career tracks and roles within Capgemini, by providing you with a guide to a set of generic roles and levels that exist in Capgemini. It allows you to measure the competencies you need to be successful in each role/level; and understand the skills you need in order to perform and progress in a role. This will enable you to identify the capability gaps between your existing and future roles and help you plan your development accordingly. It is a useful tool that offers detailed insights in your development needs in terms of generic professional and role-specific competences to reach or continue on certain levels.

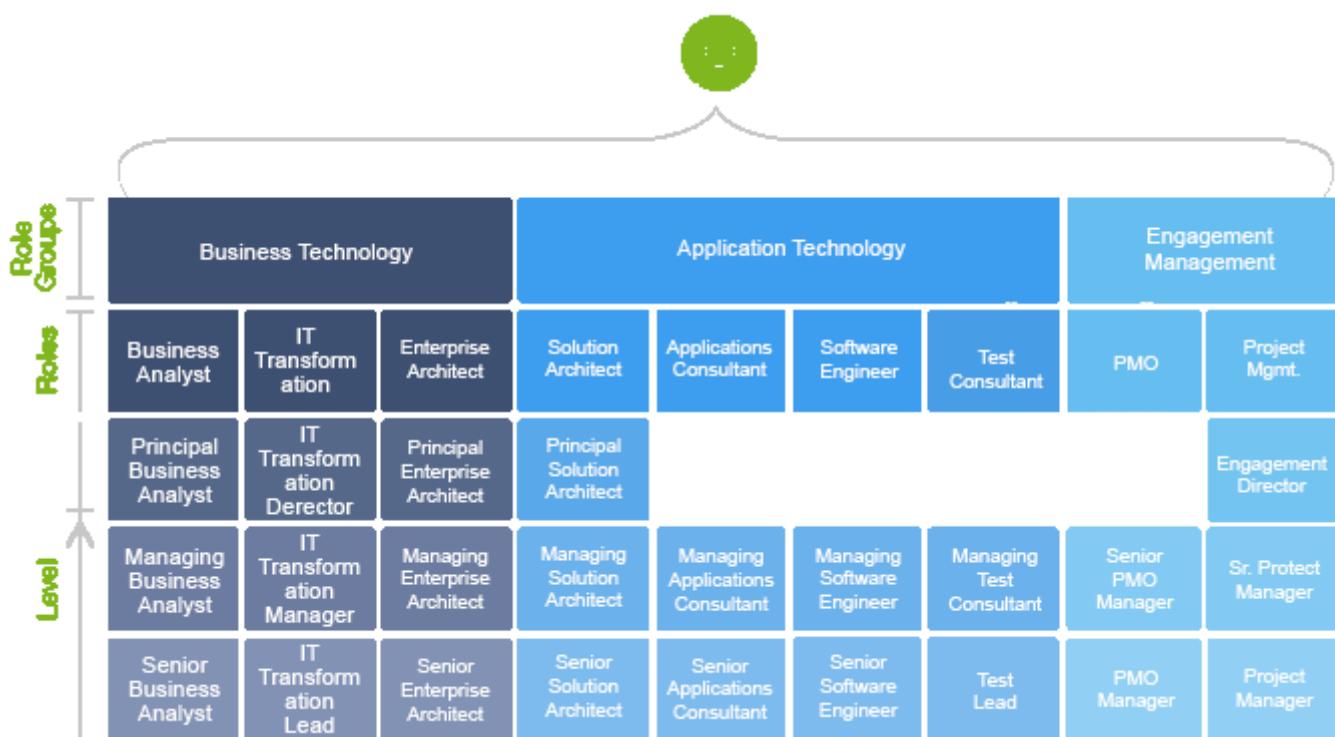


Framework at a Glance

In this Framework, we believe in offering you an opportunity for a successful and rewarding career. Each one of us has our own personal aspirations, motivations and career preferences. This Framework has been designed to help you develop in a wide variety of different roles, with the clarity required to support clear career progression,



Framework at a Glance



In this Framework, we believe in offering you an opportunity for a successful and rewarding career. Each one of us has our own personal aspirations, motivations and career preferences. This Framework has been designed to help you develop in a wide variety of different roles, with the clarity required to support clear career progression, and the flexibility to let you take charge of your own career.

This Framework has a globally consistent approach:

- As a global organization, our clients expect consistency of services and uniform excellence, regardless of where we deliver. As individuals, we expect clarity in the career options available to us. This Framework defines and describes a standard set of roles regardless of your region, business unit (BU), project, account, sector or technology specialization. At a glance, you can see the breadth of options available to you.
- It allows you to understand and measure the competencies you need to be successful in each role/level. It helps you be clear about what

you need to achieve to be ready for the next step up the career ladder.

- For each role, there are a number of core attributes; professional competencies that apply to everyone in Capgemini, independent of where you sit in the business; and role-specific competencies
- To support your development, learning maps can guide you about the best ways to develop your skills for each role.

How can the Framework help you?

The Framework clearly sets out the opportunities available to you on your career journey. By explaining the roles in our FSGBU business, and the competencies you need, you can plan where you want to take your career in the future. You will be able to identify the capability gaps between your existing and future roles and plan your development accordingly.

The Framework also provides guidance about how quickly you are expected to progress at each level in order to meet the needs of the business and help ensure we develop a talented company. It is important to note that the Framework can support (but is not a

formula for) promotion. Promotion decisions are based on your own skills and competency progression, and also on the needs of the business.

The Framework will also help you in **Learning & development**: A successful career is about developing and maintaining your market skills. If you have a clear understanding of your current capabilities, the expectations of you in your current role, your future career aspirations, and how you need to progress, you can plan your development needs accordingly. The Career Framework is linked to Learning Maps, to help you plan and get the most of the right learning opportunities.

What is expected out of you?

Core Behaviors: Professional attributes held by **all** Capgemini employees.

- Living Capgemini Values
 - Diversity
 - Life Balancing
 - Professional Integrity
 - Client Value & Service Excellence
 - Collaboration
 - Flexibility
 - Initiative
 - Resilience
 - Continuous Learning & Self Development
- **Professional Competencies:** Common (regardless of SBU) competencies that are required to perform a role.
- Foundation
 - People Leadership
 - Client Acquisition & Development
 - Service & Delivery
 - Innovation & Capability Growth
 - Technology Awareness & Leveraging
 - Business Leadership
- **Role Specific Competencies:** competencies that are specific to a particular role, defined by each community.



Each **Role Description** is created by selecting appropriate elements from the Competency Model. Although every competency is listed on this document not every competency is used in every Role Description.

The Core Behaviours and Professional Competencies are set at the Capgemini Global level and are applied to FSGBU roles as required.

Understanding Roles



Understanding Roles

Role Groupings

There are primarily five role groups in the career framework with 26 different career tracks.



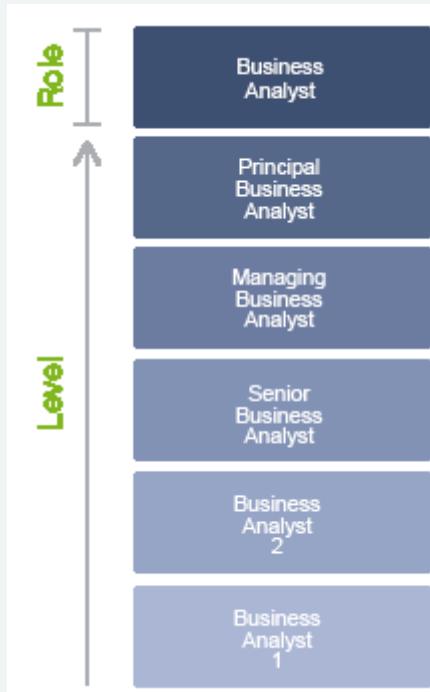
Role Families

Roles are organized in role families, for example Business Technology, Application Technology , Engagement Management, Infrastructure Management and Sales. It shows career opportunities within the role family or across FSGBU.

Business Technology	Application Technology	Engagement Management	Infrastructure Management	Sales Roles
Business Analyst	Solution Architect	PMO	DBA Service Management Consulting	Opportunity Development
IT Transformation Manager	Application Consultant	Project Management	IT Security Management Desktop Management	Account Development
Enterprise Architect	Software Engineer	Service Delivery Management	Network Engineering Architects	Sales Management
	Test Consultant	Transition Management	Infrastructure & Systems Management Service Management Solutions	Bid Management
				Sales Operations

Example:

The framework will help you plot your expected progression and what this means for you. Your Line Manager should also be able to guide you about how this aligns to the FSGBU business needs.

**Grades**

The Competency Model uses grades that:

- . Correlate a group of roles to corresponding proficiency levels and expectations
- . Serve as a benchmark for managers to expect different, distinguishable, ever-progressive work from an employee.
- . FSGBU uses grade ranges from A through to E.

Proficiency Levels

Each competency is fully defined with the description of the competency and the level of proficiency required.

Proficiency Levels:

- 1 - Master
- 2 - Experienced
- 3 - Proficient
- 4 - Progressing
- 5 – Baseline

This allows the same competency model to be applied at different grades, with more senior grades expected to perform at a greater proficiency level.

For each FSGBU role and level, the competencies you need to demonstrate are set at different proficiency levels.

1. Master	<ul style="list-style-type: none"> • Demonstrated consistent excellence in applying this competency. • Recognised thought leader on this competency.
2. Experienced	<ul style="list-style-type: none"> • Demonstrated consistent achievement in applying this competency. • Is routinely sought out to coach others in the application of this competency.
3. Proficient	<ul style="list-style-type: none"> • Have applied this competency independently in many situations. • Capable of coaching others in the application of this competency.
4. Progressing	<ul style="list-style-type: none"> • Applied this competency but still require guidance to perform successfully.
5. Baseline	<ul style="list-style-type: none"> • Newly developing this competency and have completed formal training or on-the-job training. • Have limited or no applied experience in this competency and require a high level of guidance to perform successfully.

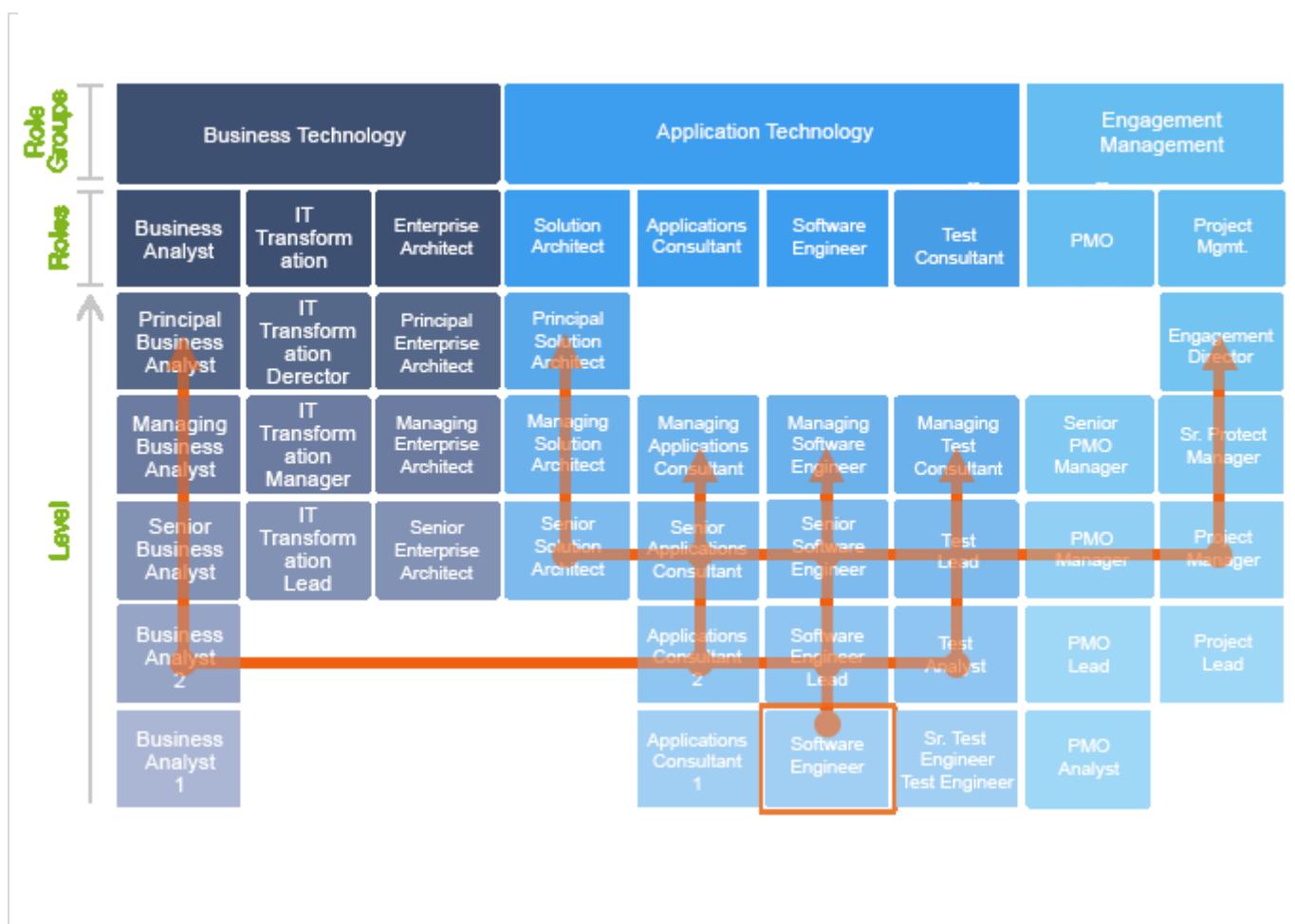
Competency Model:

A Competency Framework provides you with a guide to the roles and levels that exist in FSGBU; and what is needed to perform effectively in your role and move up levels or across different roles.

Each one of us has our own personal aspirations, motivations and career preferences. The Career Framework has been designed to help you develop in a wide variety of different roles, with the clarity required to support clear career progression, and the flexibility to let you take charge of your own career.

How can I develop?

Multiple career paths are open to you: within one role, or across different roles (normally within a service line/solution). Please see the picture below.



Find Your Role

Business Analyst

Business Analysts enable the transformation and performance improvement of an enterprise or its parts, with respect to people, process and technology, by providing relevant capabilities, assets (human and non-human), processes and tools. Business Analysts structure, analyze and visualize an enterprise's current state; design and visualize the future state; and design and guide the change process from current to future state. Developing sector knowledge is of foremost importance for all Business Analysts. Functional analysts can specialize in Business, ERP, Application Management or Custom Software Development (CSD). You are learning and developing the knowledge, technical skills and core consulting behaviors required to succeed in Financial Services.

You learn an appropriate methodology and acquire knowledge of either a business domain; a Package Based Solution; or a technical tool / programming language. You demonstrate flexibility and versatility in meeting objectives, and should be able to manage your workload and update management on task progress.

	Business Analyst 1	Business Analyst 2	Senior Business Analyst	Managing Business Analyst	Principal Business Analyst
Professional Competencies	Foundation competencies	5	4	3	2
	People Leadership			4	3
	Client Acquisition & Development		4	3	2
	Technology Awareness and Leveraging	5	4	3	2
	Service & Delivery	5	5	4	3
	Innovation & Capability Growth		5	4	3
	Business Leadership			5	3
Role Specific Competencies	Business analysis	5	4	2	1
	Business knowledge	5	4	3	2
	Package configuration	5	4	3	2
	Software Engineering				2
	Testing	5	5	5	4
	Business Change management		4	3	2
	Industrialisation				2
	Management coaching				
	Transformation management				
	Functional Architecture Design		5	4	3
	Architecture Knowledge		5	4	3

IT Transformation Manager

IT Transformation Managers optimize Business Technology capabilities and manage implementation, change and transformation on behalf of the client. They analyze and evaluate existing Business Technology capabilities (- organization, project management, service management and resources management). They define Business and IT objectives and identify gaps. They are responsible for the success of the transformation by designing the appropriate transformation roadmap and leading the execution of it. They also carry out skills coaching and consulting. IT Transformation Managers understand the financial implications of their proposals. Their plans must increase the productivity and quality of the complete IT landscape and life cycle by using client standards and procedures, control and quality management, rationalization and automation. They use industry standards and best-practices including a feasibility check and necessary adaptations for the client.

	IT Transformation Manager	IT Senior Transformation Manager	IT Transformation Director
Professional Competencies			
Foundation competencies	3	2	1
People Leadership	2	2	1
Client Acquisition & Development	3	2	1
Technology Awareness and Leveraging	3	2	2
Service & Delivery	3	2	1
Innovation & Capability Growth	3	3	2
Business Leadership	3	2	1
Role Specific Competencies			
Business Change management	3	2	1
Industrialisation	3	2	1
Management coaching	3	2	1
Transformation management	3	2	1
Functional Architecture Design			
Architecture Knowledge	3	3	2
Technical Solution Design			
Negotiating			
Financial Analysis	4	3	2
Continuous (Service) Improvement			
Vendor Management	3	3	1
*General reporting	3	2	1
*Risk Management	2	3	2

Enterprise Architect

Enterprise Architects define and ensure a comprehensive and coherent view across Business, Information, Systems and Technology. They go beyond designing IT systems to deliver business change, which may also be supported and enabled by IT.

Enterprise Architects define services from a business perspective, both with and without automation. They make an initial grouping of services in components, using principles based on objectives and constraints. They have deep business and industry expertise, are familiar with industry standards, and can work at the boardroom and senior management level.

	Sr. Enterprise Architect	Managing Enterprise Architect	Principal Enterprise Architect
Professional Competencies			
Foundation competencies	3	2	1
People Leadership	3	2	1
Client Acquisition & Development	2	2	1
Technology Awareness and Leveraging	2	1	1
Service & Delivery	2	1	1
Innovation & Capability Growth	3	2	1
Business Leadership	3	2	1
Role Specific Competencies			
Business analysis	4	3	1
Business knowledge	3	2	1
Package configuration			2
Software Engineering			
Testing			3
Business Change management	3	2	2
Industrialisation			
Management coaching			
Transformation management			
Functional Architecture Design	2	1	1
Architecture Knowledge	2	1	1
Technical Solution Design	3	2	1
Negotiating	2	2	1
Financial Analysis	2	1	1
Continuous (Service) Improvement	2	2	1
*Vendor Management	1	2	1
*Risk Management	1	1	1

Solution Architect

Solution Architects assess a project's technical feasibility, as well as implementation risks. They are responsible for designing and implementing a project's technical architecture. They define the structure of a system, its interfaces, and the principles that guide its organization, software design and implementation. The scope of the Solution Architect's role is bounded by the business issue at hand. A Solution Architect needs to have knowledge of all the different aspects of the technical solution as well as robust business knowledge. This includes the Software Architect.

Manages architecture and design at a project level to understand the business goals and technology constraints and design appropriate solutions that map to the organization's architecture; involved in project definition and direction, creates high-level technical design documents, and works with developers and business analysts to manage design integrity throughout the project life cycle; assists with development oversight and assistance on complex technical components of the solution; acts as a mentor to the developers on the team helping them build great software; works with the application architect or directly with EA to ensure that the solution fits into a broader technology road map. Engagement lead and a driving force in the partnership between Capgemini and the client. Understand analyze the complexities and opportunities inherent in a global business environment.

	Sr. Solution Architect	Managing Solution Architect	Principal Solution Architect
Professional Competencies	Foundation competencies	3	2
	People Leadership	3	2
	Client Acquisition & Development	2	2
	Technology Awareness and Leveraging	2	1
	Service & Delivery	2	1
	Innovation & Capability Growth	3	2
	Business Leadership	3	2
Role Specific Competencies	Business analysis	4	3
	Business knowledge	3	2
	Package configuration		
	Software Engineering	3	2
	Testing		
	Business Change management	3	2
	Industrialisation		
	Management coaching		
	Transformation management		
	Functional Architecture Design	2	1
	Architecture Knowledge	2	1
	Technical Solution Design	3	2
	Negotiating	2	2
	Financial Analysis	2	1
	Continuous (Service) Improvement	2	2
	*Vendor Management	2	2
	*Risk Management	2	1

Application Consultant

With their expertise in a specific technology environment, Applications Consultants are responsible for software-specific design and realization, as well as testing, deployment and release management, or technical and functional application management of client-specific package based solutions (e.g. SAP, ORACLE, Vision Plus, Guidewire, T24, Calypso, PPM etc). These roles also require functional and methodological capabilities in testing and training. e.g, Application Support Engineer, Application Consultant, Application Development Lead.

	Application Consultant 1	Application Consultant 2	Sr. Application Consultant	Managing Application Consultant
Professional Competencies				
Foundation competencies	5	4	3	2
People Leadership	5	4	3	2
Client Acquisition & Development	5	4	3	2
Technology Awareness and Leveraging	4	3	2	2
Service & Delivery	4	3	2	2
Innovation & Capability Growth	5	4	3	2
Business Leadership		4	3	2
Role Specific Competencies				
Business analysis	5	4	3	3
Business knowledge	5	4	3	3
Package configuration	4	3	2	1
Software Engineering				
Testing	5	4	3	2
Business Change management				
Industrialisation				
Management coaching				
Transformation management				
Functional Architecture Design				
Architecture Knowledge	5	4	3	2
Technical Solution Design	5	4	3	2
Negotiating				
Financial Analysis			5	5
Continuous (Service) Improvement				
Vendor Management	5	4	2	2
*General reporting	5	4	3	2
*Risk Management			5	5

Software Engineer

A Software Engineer designs, develops or maintains the physical application (components) or the application environment, based on the Software Architecture (models and principles). Activities include coding, integrating, implementing, installing or changing frameworks and standard components, or technical and functional application management. A Software Engineer also develops languages, methods, frameworks and tools, and/or undertakes activities in support of server-based databases in development, test and production environments. Roles like Junior

	Software Engineer	Software Engineer Lead	Sr. Software Engineer	Managing Software Engineer
Professional Competencies				
Foundation competencies	5	4	3	2
People Leadership	5	4	3	2
Client Acquisition & Development	5	4	3	2
Technology Awareness and Leveraging	4	3	2	2
Service & Delivery	4	3	2	2
Innovation & Capability Growth	5	4	3	2
Business Leadership		4	3	2
Role Specific Competencies				
Business analysis	5	4	3	3
Business knowledge	5	4	3	3
Package configuration				
Software Engineering	5	4	3	2
Testing	5	5	4	4
Business Change management				
Industrialisation				
Management coaching				
Transformation management				
Functional Architecture Design				
Architecture Knowledge	5	4	3	2
Technical Solution Design	5	4	3	2
Negotiating				
Financial Analysis				
Continuous (Service) Improvement				
Vendor Management				
Date Management	4	3	2	1

Test Consultant

A testing consultant is concerned with the independent verification and validation of the products produced by the development process. Testing is carried out in each phase: the requirements are tested by an acceptance test, the system design (analysis and design) by a system and integration test, and the programs by a program and module test.

	Test Analyst - Sr. Test Engineer Test Engineer	Test Lead -Test Analyst	Sr. Test Consultant -Test Manager	Managing Test Consultant -Test Manager
Professional Competencies				
Foundation competencies	5	4	3	2
People Leadership	5	4	3	2
Client Acquisition & Development	5	4	3	2
Technology Awareness and Leveraging	4	3	2	2
Service & Delivery	4	3	3	3
Innovation & Capability Growth	5	4	2	1
Business Leadership		4	3	2
Role Specific Competencies				
Business analysis	5	4	3	3
Business knowledge	5	4	3	3
Package configuration				
Software Engineering	5	4	3	3
Testing	5	4	3	2
Business Change management				
Industrialisation				
Management coaching				
Transformation management				
Functional Architecture Design				
Architecture Knowledge	5	4	3	2
Technical Solution Design	5	4	3	2
Negotiating				
Financial Analysis				
Continuous (Service) Improvement				
Vendor Management				
Date Management				
Quality Management	5	4	3	2

PMO

Project Management Office (PMO) provides full support to the Program/Project Managers in their role of Program/Project Delivery. PMO provides project schedules, cost and finance information to aid the Program/Project control, and monitoring. PMO aims to industrialize the process of piloting projects; implements and manages effective tools and methodologies; defines and develops steering indicators; and monitors operational project planning management, budget control, reporting, and risk monitoring.

	PMO Analyst	PMO Lead	PMO Manager	Senior PMO Manager
Professional Competencies				
Foundation competencies	5	4	3	2
People Leadership		4	3	2
Client Acquisition & Development		5	4	4
Technology Awareness and Leveraging				
Service & Delivery	5	4	3	2
Innovation & Capability Growth	5	4	3	2
Business Leadership		5	4	3
Role Specific Competencies				
PMO-Planning (& Monitoring)	5	4	3	2
PMO - Process (Execution & Tools)	4	3	2	1
PMO- Resource	5	4	3	2
PMO- Finance	5	3	2	1
PMO - Risk(/Issue/Change)	5	4	3	2
PMO - Reporting (& Communication)	4	3	2	1
PMO- Finance Reporting				
PMO - Quality	4	3	2	1
PMO - Change				

Project Management

Project Managers take full responsibility for managing a project or program. They normally manage a number of related streams or activities to achieve a desired business result, planned profitability levels, quality standards and highest-level client satisfaction.

Project Managers are responsible for the project plan, budget, structure, schedule and staffing requirements for the delivery organization. A Project Manager usually has technical expertise in one or more other domains (e.g. a Project Manager with testing skills could perform a test manager function).

	Project Lead	Project Manager	Sr. Project Manager	Engagement Director
Professional Competencies				
Foundation competencies	4	3	2	1
People Leadership	4	3	2	1
Client Acquisition & Development	4	3	2	1
Technology Awareness and Leveraging	4	3	2	1
Service & Delivery	4	3	2	1
Innovation & Capability Growth	4	3	2	1
Business Leadership	4	3	2	1
Sales Role Specific Competencies				
Negotiating	4	3	2	1
Financial Analysis	5	4	3	2
Continuous (Service) Improvement				1
Vendor Management	4	3	2	1
Date Management				
Quality Management	5	4	4	3
Risk Management	4	3	3	1
*Vendor Management	4	3	2	1
*General reporting	4	3	2	1
*Risk Management	5	4	3	2
*Process Management				1

Service Delivery Management

Service Delivery Management (SDM) covers the management of ongoing services to clients. This includes all service support and service management processes (in line with ITIL/ASL definitions) plus others which are required for a specific engagement. SDM roles ensure that the service to the client meets contractual requirements and service level agreements (SLAs). Based on service delivery realization and deviation, the SDM agrees on service improvements together with the client. SDM includes the roles of Service Delivery Manager, Service Management Consultant, Service Coordinator, Service Administrator plus Change, Incident and Problem Managers. It therefore covers tasks from logging & progressing problems & incidents to managing the quality and commercial success of a service to a client.

	Service Delivery Mgr	Sr. Service Delivery Mgr	Engagement Director
Professional Competencies	Foundation competencies	3	2
	People Leadership	2	1
	Client Acquisition & Development	2	1
	Technology Awareness and Leveraging	3	2
	Service & Delivery	1	1
	Innovation & Capability Growth	3	2
	Business Leadership	4	3
Sales Role Specific Competencies	Transformation Management		
	Negotiating	2	2
	Financial Analysis		2
	Continuous (Service) Improvement	2	2
	Vendor Management		1
	Date Management		
	Quality Management		3
	Risk Management		1
	Transition Management	3	2
	*Vendor Management	2	2
	*General reporting		1
	*Risk Management		2
	*Process Management	3	2

Transition Management

Transition Managers manage the process of transferring services and staff from one location to another, or from one service provider to another, ensuring that service levels are maintained throughout. Transition managers also maintain the budget and project plans, and they carry out reporting to the customer, internal management and other stakeholders.

	Transition Mgr	Sr. Transition Mgr	Engagement Director
Professional Competencies	Foundation competencies	3	2
	People Leadership	2	1
	Client Acquisition & Development	3	2
	Technology Awareness and Leveraging	3	2
	Service & Delivery	2	2
	Innovation & Capability Growth	2	2
	Business Leadership	3	2
Sales Role Specific Competencies	Transformation Management		
	Negotiating	2	2
	Financial Analysis		
	Continuous (Service) Improvement		
	Vendor Management	2	1
	Date Management		
	Quality Management		
	Risk Management		
	Transition Management	3	2

DBA

Undertakes activities in support of server based databases in development, test and production environments including; database software installation, database creation, database support, performance and capacity management, backup and recovery management, security management. Undertakes all activities required to ensure optimum performance and data integrity of customers'

	Junior DBA 1	DBA 1	Sr. DBA 2 Sr. DBA 1
Professional Competencies	Foundation competencies	5	4
	People Leadership		3
	Client Acquisition & Development		4
	Technology Awareness and Leveraging	5	4
	Service & Delivery		4
	Innovation & Capability Growth	5	4
	Business Leadership		5
Infrastructure Management Role Specific Competencies	Technical Process Expertise	4	3
	Data Management	4	3
	Auditing/Configuration Management Planning	4	3
	Functional Architecture Design	5	4
	Architecture Knowledge	5	4
	Technical Solution Design	5	4
	Technology Application	4	3
	Vendor Management	5	4
	General reporting	4	3
	Risk Management	4	3
	Quality Management	4	3
	Auditing	4	3
	Process Management	4	3
	Continuous (Service) Improvement	4	3

IT Security Management

Involves researching, developing and delivering effective solutions to support the infrastructure security and risk remediation systems ensuring the application of current and emerging technologies.

	Junior Security Analyst	Security Consultant	Senior Security Consultant	Security Manager
Professional Competencies	Foundation competencies	5	4	3
	People Leadership		4	4
	Client Acquisition & Development		4	3
	Technology Awareness and Leveraging			3
	Service & Delivery	5	3	2
	Innovation & Capability Growth	5	3	3
	Business Leadership			2
Infrastructure Management Role Specific Competencies	Technical Process Expertise	4	3	2
	Data Management	4	3	2
	Auditing/Configuration Management Planning	4	3	2
	Functional Architecture Design	5	4	3
	Architecture Knowledge	5	4	3
	Technical Solution Design	5	4	3
	Technology Application	4	3	2
	Vendor Management	5	4	3
	General reporting	4	3	2
	Risk Management	4	3	3
	Quality Management	4	3	2
	Auditing	4	3	3
	Process Management	4	3	3
	Continuous (Service) Improvement	4	3	2

Network Engineering

Operations, Support and Maintenance

- Monitor Network performance and modifications
- Resolve incidents and service requests and minor change request

Network server problems or network infrastructure issues/ problems to manage performance and capacity of WLAN/LAN/WAN environment.

	Network Engineer 1	Network Engineer 4	Senior Network Engineer
Professional Competencies			
Foundation competencies	5	4	3
People Leadership		4	3
Client Acquisition & Development		5	4
Technology Awareness and Leveraging		4	4
Service & Delivery		4	4
Innovation & Capability Growth		3	3
Business Leadership		5	4
Infrastructure Management Role Specific Competencies			
Technical Process Expertise	4	3	2
Data Management	4	3	2
Auditing/Configuration Management Planning	4	3	2
Functional Architecture Design	5	4	3
Architecture Knowledge	5	4	3
Technical Solution Design	5	4	3
Technology Application	4	3	2
Vendor Management	5	4	3
General reporting	4	3	2
Risk Management	4	3	3
Quality Management	4	3	2
Auditing	4	3	3
Process Management	4	3	3
Continuous (Service) Improvement	4	3	2

Infrastructure & Systems Management

Infrastructure Management involves researching, developing and delivering effective solutions to support the infrastructure systems ensuring the application of current and emerging technologies. Systems Management (People in Aspire who support Microsoft servers also cover Desktop duties): Undertakes those activities associated with the support and maintenance of server hardware and Operating Systems (Mainframe, Mid-Range excluding Desktop), including fault diagnosis & resolution and server resource management (Disk, CPU, Memory, Network interfaces). Provides systems administration and technical support ensuring service levels meet Service Level Agreement requirements. May support Layered Products (non-Application), used to manage a system or which facilitate functionality required at a system level (e.g. disk mirroring software, performance tools, security or configuration and management tools).

	Infrastructure Analyst	Infrastructure Consultant 1	Infrastructure Consultant 2	Infrastructure Manager
Professional Competencies				
Foundation competencies	5	4	3	3
People Leadership		4	3	2
Client Acquisition & Development		5	4	3
Technology Awareness and Leveraging	5	3	3	2
Service & Delivery		5	3	2
Innovation & Capability Growth	5	3	2	2
Business Leadership		5	4	3
Infrastructure Management Role Specific Competencies				
Technical Process Expertise	4	3	2	1
Data Management	4	3	2	2
Auditing/Configuration Management Planning	4	3	2	2
Functional Architecture Design	5	4	3	2
Architecture Knowledge	5	4	3	1
Technical Solution Design	5	4	3	1
Technology Application	4	3	2	2
Vendor Management	5	4	3	2
General reporting	4	3	2	2
Risk Management	4	3	3	2
Quality Management	4	3	2	2
Auditing	4	3	3	2
Process Management	4	3	3	2
Continuous (Service) Improvement	4	3	2	2

Service Management Consulting

Service Management Consulting provides strategy, training, mentoring, advice, guidance and on-demand staff resources to improve the client's IT service delivery. It provides service management expertise in the sales and transition processes. Creates the relationship and platform to pursue follow-on business.

	Service Management Consultant	Sr. Service Management Consultant	Service Management Consulting Manager
Professional Competencies			
Foundation competencies	4	3	2
People Leadership	5	4	2
Client Acquisition & Development	5	4	2
Technology Awareness and Leveraging	5	4	2
Service & Delivery	4	3	2
Innovation & Capability Growth	3	3	3
Business Leadership	5	4	2
Infrastructure Management Role Specific Competencies			
Technical Process Expertise	3	1	1
Data Management	3	2	2
Auditing/Configuration Management Planning	3	2	2
Functional Architecture Design	4	3	2
Architecture Knowledge	4	3	1
Technical Solution Design	4	3	1
Technology Application	4	2	2
Vendor Management	4	3	2
General reporting	3	2	2
Risk Management	3	2	2
Quality Management	3	2	2
Auditing	3	2	2
Process Management	3	1	1
Continuous (Service) Improvement	3	1	1

Desktop Management

Provides LAN, Server Administration and first and second line Support for Desktop applications in accordance with the terms of a Service Level Agreement. Carries out Desktop and Server Installations.

	Junior Desktop Analyst	Senior Desktop Analyst	Desktop Team Lead	Desktop Manager
Professional Competencies	Foundation competencies	5	4	3
	People Leadership		3	3
	Client Acquisition & Development		4	4
	Technology Awareness and Leveraging		3	3
	Service & Delivery		4	3
	Innovation & Capability Growth	5	2	2
	Business Leadership		5	4
Infrastructure Management Role Specific Competencies	Technical Process Expertise	4	3	2
	Data Management	4	3	2
	Auditing/Configuration Management Planning	4	3	2
	Functional Architecture Design	5	4	3
	Architecture Knowledge	5	4	3
	Technical Solution Design	5	4	3
	Technology Application	4	3	2
	Vendor Management	5	4	3
	General reporting	4	3	2
	Risk Management	4	3	3
	Quality Management	4	3	2
	Auditing	4	3	3
	Process Management	4	3	3
	Continuous (Service) Improvement	4	3	2

Architects

Architects define and ensure a comprehensive and coherent view across Business, Information, Systems and Technology, not just to design IT systems but to deliver Business Change which may also be supported and enabled by IT.

	Senior Architect	Enterprise Architect
Professional Competencies		
Foundation competencies	3	2
People Leadership	3	2
Client Acquisition & Development	2	2
Technology Awareness and Leveraging	2	1
Service & Delivery	3	2
Innovation & Capability Growth	2	1
Business Leadership	3	2
Infrastructure Management Role Specific Competencies		
Technical Process Expertise	2	1
Data Management	2	2
Auditing/Configuration Management Planning	2	2
Functional Architecture Design	2	2
Architecture Knowledge	2	1
Technical Solution Design	2	1
Technology Application	2	2
Vendor Management	3	2
General reporting	3	2
Risk Management	2	2
Quality Management	2	2
Auditing	3	2
Process Management	2	2
Continuous (Service) Improvement	2	2

Service Management Solutions

Activities within Service Management Solutions are Managing Solution Development and presenting costed solutions during bids; Manage, conduct, and prepare due diligence for each project plan; Develop tool solutions (create or purchase) for internal use, implement and manage the support for global tools and services as per operational level agreement with internal customers. Other roles in Service Management Solutions are covered elsewhere in this or other booklets.

	Tools Analyst	Tools Consultant	Senior Tools Consultant
Professional Competencies	Foundation competencies	5	4
	People Leadership	5	5
	Client Acquisition & Development	5	5
	Technology Awareness and Leveraging	5	4
	Service & Delivery	5	5
	Innovation & Capability Growth	5	4
	Business Leadership		4
Infrastructure Management Role Specific Competencies	Technical Process Expertise	4	3
	Data Management	4	3
	Auditing/Configuration Management Planning	4	3
	Functional Architecture Design	5	4
	Architecture Knowledge	5	4
	Technical Solution Design	5	4
	Technology Application	4	3
	Vendor Management	5	4
	General reporting	4	3
	Risk Management	4	3
	Quality Management	4	3
	Auditing	4	3
	Process Management	4	3
	Continuous (Service) Improvement	4	3

Opportunity Development

Activities within Service Management Solutions are Managing Solution Development and presenting costed solutions during bids; Manage, conduct, and prepare due diligence for each project plan; Develop tool solutions (create or purchase) for internal use, implement and manage the support for global tools and services as per operational level agreement with internal customers. Other roles in Service Management Solutions are covered elsewhere in this or other booklets.

		Strategic Deal Maker	Senior Strategic Deal Maker
Professional Competencies	Foundation competencies	1	1
	People Leadership	2	1
	Client Acquisition & Development	1	1
	Technology Awareness and Leveraging	3	2
	Service & Delivery	3	3
	Innovation & Capability Growth	3	2
	Business Leadership	2	1
Sales Role Specific Competencies	Developing Business Acumen on Client/Industry	2	2
	Portfolio Focus	3	2
	Targeting of clients	2	1
	Leveraging Marketing	2	1
	Political Agility	1	1
	Solving complex clients situations	1	1
	Opportunity Creation and Qualification	1	1
	Opportunity Development and Closing	1	1
	Analyzing Opportunity KPIs	2	1
	Opportunity Team Management	2	1

Account Development

Manages account and entails the group responsibility towards the client. Develops long-term intimacy with client, has overall accountability for account and group target revenues, leveraging and performing cross-discipline. Understands the key influencers within the client organization, quickly identifies client culture and balances professional manner to suit client requirements.

	Sales Associate	Account Manager	Senior Account Manager	Senior Account Executive	Senior Account Executive
Professional Competencies					
Foundation competencies	4	3	2	1	1
People Leadership	5	4	3	2	1
Client Acquisition & Development	4	3	2	1	1
Technology Awareness and Leveraging	5	4	3	2	1
Service & Delivery	5	4	3	2	1
Innovation & Capability Growth	5	4	3	2	1
Business Leadership	5	4	3	2	1
Sales Role Specific Competencies					
Developing Business Acumen on Client/Industry	5	4	3	2	1
Portfolio Focus	5	4	3	2	1
Targeting of clients	4	3	2	1	1
Leveraging Marketing	5	4	3	2	2
Political Agility	5	3	2	1	1
Solving complex clients situations	5	4	3	2	1
Opportunity Creation and Qualification	5	3	3	1	1
Opportunity Development and Closing	5	3	2	1	1
Analyzing Opportunity KPIs	5	4	3	2	1
Opportunity Team Management	5	4	3	2	1

Sales Management

Deploys Sales strategy, manages Sales processes and leads dedicated Sales force to meet targets in specified area of responsibility such as the investigation of new opportunities, the support of existing clients and the negotiation of Sales contracts.

	Sales Manager	Sales Leader
Professional Competencies		
Foundation competencies	1	1
People Leadership	2	1
Client Acquisition & Development	1	1
Technology Awareness and Leveraging	3	3
Service & Delivery	2	1
Innovation & Capability Growth	4	3
Business Leadership	2	1
Sales Role Specific Competencies		
BU go to market	2	1
Portfolio Management	2	1
Sales Planning	1	1
Leveraging Marketing	2	1
BU Funnel creation	1	1
Challenging Opportunity Plans	1	1
Analyzing Sales KPIs	1	1
Sales Team Management	2	1

Bid Management

Plans and directs major bids and is responsible for the quality and consistency of all proposals. Identifies areas of development and improves the Bid Management service provided to the Sales, Opportunity and Account community. Analyzes bids/proposals at all stages ensuring that overall solution optimizes client's chance of success. Sets up overall strategy for the bid team including pre-Sales activities in co-operation with cross-discipline and onshore colleagues for qualification meetings, presentations and proposal presentation
Accountable for overall quality of response to client.

	Bid Manager	Senior Bid Manager	Bid Director	Senior Bid Director
Professional Competencies	Foundation competencies	3	2	1
	People Leadership	3	2	1
	Client Acquisition & Development	3	2	1
	Technology Awareness and Leveraging	3	2	2
	Service & Delivery	3	2	1
	Innovation & Capability Growth	3	2	2
	Business Leadership	3	2	1
Sales Role Specific Competencies	Developing Business Acumen on Client/Industry	3	2	2
	Bid Resourcing	3	2	1
	Cost management	3	2	2
	Risk management	3	2	2
	Sales lead interaction	3	2	1
	Political Agility	3	2	1
	Solving complex clients situations	3	2	2
	Bid Team Management	3	2	1

Sales Operations

Planning, directing and solutioning of Sales figures, material and processes. Responsible for the overall Sales support strategy and according quality and consistency of all material. Ensures the consistent leverage of effective Sales processes and operations to all the assigned bids/pursuits. Anticipates areas of development and constantly improves the Sales Operations effectiveness. Designs and masters the Sales processes and has strategic programme skills. Partners with BU/SBU leadership to bring Sales success to the next level.

	Sales Operations Analyst	Sales Operations Consultant	Sales Operations Manager	Senior Sales Operations Manager	Sales Operations Director
Professional Competencies					
Foundation competencies	5	4	3	2	1
People Leadership	5	5	4	3	1
Client Acquisition & Development	5	5	4	3	1
Technology Awareness and Leveraging	5	4	3	2	2
Service & Delivery	5	4	3	2	1
Innovation & Capability Growth	5	5	4	3	2
Business Leadership	5	4	4	3	2
Sales Role Specific Competencies					
Developing Business Acumen on Client/Industry	5	4	2	2	1
Quality Management	5	4	2	2	1
Sales Operations	5	4	2	2	1
Cost Management	5	5	2	2	1
Sales Operations Team Management	5	5	2	2	1

Competencies

Foundation

A set of key competencies required as the basis to perform any role within our organization.

Overall Proficiency Level for the Foundation competency

Baseline	Progressing	Proficient	Experienced	Master
<ul style="list-style-type: none"> ▪ Depends on others for instruction and guidance and directions ▪ Organizes own time to deliver against tasks set by others ▪ Uses existing clearly defined procedures to solve routine problems and escalates when appropriate ▪ Works co-operatively with others to achieve team goals ▪ Provides explanations clearly and precisely ▪ Asks questions, checks for understanding 	<ul style="list-style-type: none"> ▪ Developing competence in own area through training, development and experience ▪ Prioritizes and organizes own work to deliver to agreed deadlines ▪ Developing techniques to improve service ▪ Identifies problems and appreciates the issues required to resolve them ▪ Identifies relevant areas for questioning ▪ Developing techniques for presenting information ▪ Persuades others in straightforward situations 	<ul style="list-style-type: none"> ▪ Fully competent in own area ▪ Manages own time to meet agreed targets, develop plans for specific work ▪ Finds the underlying issues and patterns in situations; takes a new perspective on existing solutions ▪ Identifies the problem and all relevant issues in straight forward situations ▪ Makes a sound decision ▪ Probes and listens carefully ▪ Delivers a clear, well-structured and concise argument to support an opinion 	<ul style="list-style-type: none"> ▪ Experienced in own area and shares experience with others ▪ Prioritizes and organizes own work and for others to deliver to agreed deadlines ▪ Constantly strives to improve processes and practices ▪ Delivers a clear, well-structured and concise argument to support an opinion ▪ Considers 'the bigger picture' when making decisions ▪ Adapts information/style to the audience and explains difficult issues clearly ▪ Anticipates potential objections and prepare case accordingly; influences others 	<ul style="list-style-type: none"> ▪ Operates with no supervision in complex environments and takes responsibility ▪ Manages last minute changes calmly and professionally and can work with ambiguity ▪ Generates creative and innovative perspectives to develop alternative solutions ▪ Is able to take control of difficult situations and gain client respect ▪ Takes calculated risks but exercises caution and takes full responsibility for outcomes ▪ Establishes consensus and attains agreement

Foundation detail - Time/Task Management

Analyzes tasks and understands the time necessary to complete projects and acts accordingly.

- Balances priorities and time for completing tasks and projects in a timely manner
- Maximizes productivity through organization and focusing on goals
- Asks for help or notifies managers of trouble completing tasks before the deadline

Baseline	Progressing	Proficient	Experienced	Master
<ul style="list-style-type: none"> ▪ Plans based on realistic estimates of how long activities take and deadlines to be adhered to ▪ Manages own time and tasks efficiently and effectively ▪ Escalates when deadlines or priorities not achievable 	<ul style="list-style-type: none"> ▪ Uses experience to plan based on realistic estimates of how long activities take and deadlines to be adhered to ▪ Manages own time and tasks efficiently and effectively ▪ Escalates when deadlines or priorities not achievable ▪ Prepared to accept challenging deadlines and plan time and task to achieve the required deliverables ▪ Recognizes the importance of prioritization and the 80/20 principle 	<ul style="list-style-type: none"> ▪ Balances priorities and time across team members in order to complete projects and tasks on target. ▪ Assists team members in their own priority setting ▪ Maintains appropriate plans and workload profiles and uses these to commit to sensible targets ▪ Reviews progress and activity completion with team ▪ Ensures appropriate escalation procedures adopted by team ▪ Team achievements reflect the commitment to well-organized activity where planning and prioritizing are constant ▪ Ensures shifting priorities are reflected in team activities 	<ul style="list-style-type: none"> ▪ Balances priorities and resources across multi-SBU teams or services to achieve required deliverables ▪ Tracks deliverables across multiple teams and projects and takes corrective action to ensure business objectives are met ▪ Establishes and plans resource requirement to achieve deliverable within required time-scales ▪ Able to manage situations of rapidly changing and conflicting priorities (internal/external) ▪ Is able successfully to manage tightly time-boxed projects with critical delivery dates in a manner that leads to quality deliverables ▪ Anticipates time/task conflicts and plans mitigating actions to control resultant risks 	<ul style="list-style-type: none"> ▪ Plans and organizes delivery of complex outputs across multiple organizations (internal/client/prospect) ensuring deliverables are timely and of high quality ▪ Manages multi-stream projects with complex interdependencies in a confident manner that motivates and inspires staff ▪ Uses innovative techniques to ensure that deliverables are provided in the required time-scales ▪ Is consulted and respected by other managers in situations where time/task dependencies are challenging ▪ Anticipates time/task conflicts and plans mitigating actions to control resultant risks

Foundation detail - Attention to detail

Applies thoroughness to all aspects of work for internal or external clients. Continually seeks improvement upon solutions and gets to the “next level”.

- Focuses on each individual component of an assigned task or project to ensure that no part is left unattended
- Keeps the big picture in focus while simultaneously addressing the details, and is able to focus energies on different ways to provide/present a solution.
- Acknowledges the fact that details can deliver or even increase value

Baseline	Progressing	Proficient	Experienced	Master
<ul style="list-style-type: none"> ▪ Plans based on realistic estimates of how long activities take and deadlines to be adhered to ▪ Manages own time and tasks efficiently and effectively ▪ Escalates when deadlines or priorities not achievable 	<ul style="list-style-type: none"> ▪ Uses experience to plan based on realistic estimates of how long activities take and deadlines to be adhered to ▪ Manages own time and tasks efficiently and effectively ▪ Escalates when deadlines or priorities not achievable ▪ Prepared to accept challenging deadlines and plan time and task to achieve the required deliverables ▪ Recognizes the importance of prioritization and the 80/20 principle 	<ul style="list-style-type: none"> ▪ Balances priorities and time across team members in order to complete projects and tasks on target. ▪ Assists team members in their own priority setting ▪ Maintains appropriate plans and workload profiles and uses these to commit to sensible targets ▪ Reviews progress and activity completion with team ▪ Ensures appropriate escalation procedures adopted by team ▪ Team achievements reflect the commitment to well-organized activity where planning and prioritizing are constant ▪ Ensures shifting priorities are reflected in team activities 	<ul style="list-style-type: none"> ▪ Balances priorities and resources across multi-SBU teams or services to achieve required deliverables ▪ Tracks deliverables across multiple teams and projects and takes corrective action to ensure business objectives are met ▪ Establishes and plans resource requirement to achieve deliverable within required time-scales ▪ Able to manage situations of rapidly changing and conflicting priorities (internal/external) ▪ Is able successfully to manage tightly time-boxed projects with critical delivery dates in a manner that leads to quality deliverables ▪ Anticipates time/task conflicts and plans mitigating actions to control resultant risks 	<ul style="list-style-type: none"> ▪ Plans and organizes delivery of complex outputs across multiple organizations (internal/client/prospect) ensuring deliverables are timely and of high quality ▪ Manages multi-stream projects with complex interdependencies in a confident manner that motivates and inspires staff ▪ Uses innovative techniques to ensure that deliverables are provided in the required time-scales ▪ Is consulted and respected by other managers in situations where time/task dependencies are challenging ▪ Anticipates time/task conflicts and plans mitigating actions to control resultant risks

Foundation detail - Conflict Management

Secures optimal resolution by pointing out conflicts and disagreements and trying to resolve them

- Creates an environment where differences can be raised.
- Addresses differences to maintain productive working relationships
- Focuses on mutual interests of concerned parties
- Demonstrates patience and discusses disagreement tactfully.
- Demonstrates a willingness to understand alternative perspectives (e.g. asks probing questions, restates other's expressed opinions, etc.).
- Identifies and addresses underlying, unspoken issues and confronts them with minimal defensiveness and hostility.
- Knows that a conflict can be used as a way to enforce a breakthrough

Analyzes tasks and understands the time necessary to complete projects and acts accordingly.

- Balances priorities and time for completing tasks and projects in a timely manner
- Maximizes productivity through organization and focusing on goals
- Asks for help or notifies managers of trouble completing tasks before the deadline

Baseline	Progressing	Proficient	Experienced	Master
<ul style="list-style-type: none"> Has healthy, open and honest relationship with peers and seniors. Shows respect for all parties. Controls behavior when in conflict with peers and seniors whilst resolving the issues Is open-minded and capable of reconciling various points of view. 	<ul style="list-style-type: none"> Has healthy, open and honest relationship with peers and seniors. Shows and encourages respect for all parties. Understands dynamics of individual's behavior when in conflict with peers and seniors and seeks to resolve issues. Is open-minded and capable of reconciling various points of view. Understands and is able to implement actions to resolve simple, internal or technical conflicts 	<ul style="list-style-type: none"> Fosters healthy, open and honest relationships at all levels, internally and externally Capable of managing volatile, potentially emotional situations and bringing them to a rational level Understands dynamics of individual's and group behavior when in conflict and is capable of resolving issues. Is open-minded and capable of reconciling various points of view. Is able to manage satisfactorily conflict situations involving clients Seeks to identify and resolve potential conflicts at the earliest opportunity 	<ul style="list-style-type: none"> Balances priorities and resources across multi-SBU teams or services to achieve required deliverables Tracks deliverables across multiple teams and projects and takes corrective action to ensure business objectives are met Establishes and plans resource requirement to achieve deliverable within required time-scales Able to manage situations of rapidly changing and conflicting priorities (internal/external) Is able successfully to manage tightly time-boxed projects with critical delivery dates in a manner that leads to quality deliverables Anticipates time/task conflicts and plans mitigating actions to control resultant risks 	<ul style="list-style-type: none"> Plans and organizes delivery of complex outputs across multiple organizations (internal/client/prospect) ensuring deliverables are timely and of high quality Manages multi-stream projects with complex interdependencies in a confident manner that motivates and inspires staff Uses innovative techniques to ensure that deliverables are provided in the required time-scales Is consulted and respected by other managers in situations where time/task dependencies are challenging Anticipates time/task conflicts and plans mitigating actions to control resultant risks

Foundation detail - Decision Making & Judgment

Reaches conclusions and takes action on the basis of thorough analysis and experience.

- Determines when it is appropriate to assume operational and technical decision-making responsibility.
- Makes logical, timely decisions based on factual information and reasonable assumptions.
- Seeks input from a wide range of internal and external sources; escalates problems or potential risks to the client or internal stakeholder where appropriate.
- Recognizes and considers the effects of decisions and quantifies risks where appropriate.
- Dares to act on intuition when the facts are not sufficient

Baseline	Progressing	Proficient	Experienced	Master
<ul style="list-style-type: none"> ▪ Follows all company, service-specific and, when appropriate, client-specific guidelines and procedures to ensure that sensible decisions are taken at all times within direct sphere of responsibility ▪ Is conscientious and diligent in applying past experience and technical knowledge to all decisions ▪ Escalates issues in a timely and appropriate manner 	<ul style="list-style-type: none"> ▪ Follows all appropriate guidelines and procedures to ensure that sensible decisions are taken at all times within direct sphere of responsibility ▪ Is conscientious and diligent in applying past experience and technical knowledge to all decisions ▪ Seeks alternative inputs and points of view in reaching decisions ▪ Escalates issues where decisions are needed in a timely and appropriate manner ▪ Handles issues escalated by juniors in a decisive and unequivocal manner 	<ul style="list-style-type: none"> ▪ Follows all appropriate guidelines and procedures ▪ Is conscientious and diligent in applying past experience and technical knowledge to all decisions ▪ Understands difference between proactive and reactive decisions and is able to prioritize actions accordingly ▪ Investigates and ensures alternative inputs and points of view are considered before reaching decisions ▪ Considers outcomes of decisions before committing to a course of action ▪ Escalates issues where decisions are needed in a timely and appropriate manner ▪ Handles issues escalated by juniors in a decisive and unequivocal manner ▪ Is regularly trusted to use judgment and experience in making decisions within stated authority limit guidelines ▪ Delegates decision-making authority to juniors in a responsible manner 	<ul style="list-style-type: none"> ▪ Has proven record of following relevant procedures in decision making, but is also trusted to know when variations are essential ▪ Has the depth of experience to make judgments in a conscientious and diligent way on complex issues which involve tangible risks and/or commercial implications for Capgemini ▪ Understands difference between proactive and reactive decisions and is able to prioritize actions accordingly ▪ Builds consensus from alternative points of view and is able to defend and articulate rationale for judgments made ▪ Judges when decisive action is needed and when escalation to senior management is essential ▪ Empowers staff to enable them to become effective decision-makers ▪ Entrusted to make decisions regarding recruitment, promotion & rewards, deal qualification & internal views 	<ul style="list-style-type: none"> ▪ Involved in setting of company procedures for decision making and risk taking ▪ Leads activities where judgments on complex issues involving significant risks and/or commercial implications exist ▪ Builds consensus from alternative points of view and is able to defend and articulate rationale for judgments made ▪ Considers effects of decisions on down-stream events and makes judgment accordingly ▪ Leads and empowers responsible decision making from staff ▪ Regularly trusted to use judgment and experience in making key decisions which will typically involve risks within stated authority limit guidelines

Foundation detail - Communicating

Brings ideas and thoughts in a clear focused manner using effective verbal and nonverbal communication techniques listens to others and demonstrates ability to empathize with colleagues and clients

- Is able to step away from own opinion and listen to others open-mindedly.
- Takes the time to listen to and discuss outstanding or potential issues with the affected individuals.
- Expresses ideas clearly, convincingly and concisely
- Reads audience and adjusts method, use of language and message accordingly.
- Listens and asks perceptive questions that ensure understanding of core issues and messages.
- Demonstrates knowledge and use of standard business and grammar
- Is aware that communication exists between both a sender and a receiver. Is able to act as a receiver, listens well
- Establishes the key line of reasoning when preparing internal and external communications

Baseline	Progressing	Proficient	Experienced	Master
<ul style="list-style-type: none"> ▪ Appreciates the importance of high quality communication (of all forms) to the success of the organization ▪ Displays listening & questioning Competencies ▪ Produces accurate & concise written communication ▪ Handles telephone enquiries, basic e-mails & reports to a professional standard 	<ul style="list-style-type: none"> ▪ Sensitive to the needs for different communication strategies with different groups (e.g. internal or external, senior or junior) or different situations (e.g. 1-2-1 versus meeting versus presentation) ▪ Prepares reports to a consistently high standard ▪ Conveys Capgemini & client information in positive, appropriate manner 	<ul style="list-style-type: none"> ▪ A diplomatic communicator with staff and/or clients at all levels in most situations ▪ Comfortable and trusted to communicate, by various means, to an external group of professionals and capable of responding to questions from the group ▪ Generates professional reports which are comprehensive, concise and error-free ▪ Is able to convey the required 'tone' in all verbal, e-mail and formal written correspondence 	<ul style="list-style-type: none"> ▪ A sensitive and diplomatic communicator with staff and/or clients at all levels in all situations ▪ Comfortable and trusted to communicate, by various means, to an external group of professionals, up to and including director-level. ▪ Regularly produces professional external proposals and ad-hoc reports which are seen to successfully convey the required message and lead to the winning of new/extension business ▪ Adapts style, message and medium to fit audience from junior staff to director-level ▪ Conveys both passion & professionalism in all communications ▪ Coaches others in their communication Competencies 	<ul style="list-style-type: none"> ▪ A highly diplomatic and sensitive communicator with staff and/or clients at all levels in all situations ▪ A confident, polished and fluent communicator frequently in contact with senior internal or client directors ▪ Able to handle the most inappropriate response situations ▪ Is recognized within Capgemini as a role model for expert communication ▪ Adapts style, message and medium to fit audience from junior staff to director-level ▪ Conveys both passion & professionalism in all communications and inspires action ▪ Crafts highly professional written documents which explain complex issues in the simplest possible form

Foundation detail – Presentation

Uses tools and techniques to represent ideas, results, issues and recommendations in a clear concise manner appropriate for the audience

- Demonstrates clear diction, enunciation, and appropriate use of language
- Tailors presentation to reach the audience
- Exhibits professional presence
- Uses nonverbal communication (e.g. eye contact, gestures, stage positioning) to maintain connection with the audience
- Demonstrates appropriate use of tools such as presentation slides, flip charts, and agendas
- Presents ideas, results, issues and recommendations to groups using appropriate tools
- Is able to recognize different kinds of reactions and act on them accordingly

Baseline	Progressing	Proficient	Experienced	Master
<ul style="list-style-type: none"> ▪ Able to make short and medium length formal presentations on known subjects to peers and direct management with confidence 	<ul style="list-style-type: none"> ▪ Comfortable presenting internally and responding to questions on known topics ▪ Conveys Capgemini & client information in positive, appropriate manner 	<ul style="list-style-type: none"> ▪ Confident and trusted to present to an external audience of at least 10 professionals up to and including senior management level on known subjects. ▪ Confident in responding to questions from the audience 	<ul style="list-style-type: none"> ▪ Frequently presenting to clients/prospects at decision making, management team and director level ▪ Uses appropriate language for junior staff and director-level, conveying both passion & professionalism ▪ Coaches others in their presentations ▪ If required, able to deliver the same presentation repeatedly with enthusiasm and drive 	<ul style="list-style-type: none"> ▪ A confident, polished and fluent presenter frequently presenting to client management teams, to boards and to large audiences ▪ Able to maintain confidence in the face of audience hostility or unexpected events ▪ Is recognized within Capgemini as an expert presenter and is called upon for advice ▪ Uses appropriate language for junior staff and board-level, conveying professionalism, energy & enthusiasm ▪ If required, able to deliver the same presentation repeatedly with enthusiasm and drive

Foundation detail – Influencing

Demonstrates the ability to present ideas persuasively to provide insight, gain buy-in, and/or steer others to specific outcomes.

- Forms a compelling argument using facts and data appropriately
- Identifies stakeholders and gains their support and respect, adapting approach as necessary.
- Builds consensus and commitment by actively listening and responding to others' views and ideas
- Encourages others to look at and consider his/her perspectives

Baseline	Progressing	Proficient	Experienced	Master
<ul style="list-style-type: none"> ▪ Can articulate a concept in a way that is respected by management ▪ Seeks to build support for a point of view with colleagues 	<ul style="list-style-type: none"> ▪ Can articulate a concept in a way that is respected by management ▪ Seeks to build support for a point of view with colleagues 	<ul style="list-style-type: none"> ▪ Can express ideas and concepts in a clear, concise manner that gains management attention and leads to the desired outcome ▪ Creates and communicates sound business cases for projects ▪ Has been involved in the successful realization of plans that have required "selling" to make reality (either internal projects or external sales) ▪ Networks effectively with peers, management and junior staff to build consensus and commitment to his/her projects 	<ul style="list-style-type: none"> ▪ Confident communicator who expresses ideas and concepts in a clear, concise manner that gains management attention and leads to the desired outcome ▪ Creates and communicates compelling business cases for projects ▪ Has been involved in the successful realization of substantial plans that have required "selling" to make reality (either internal projects or external sales) ▪ Respected by peers, management and junior staff for ability to build consensus and commitment to his/her projects 	<ul style="list-style-type: none"> ▪ Outstanding communicator who is able to articulate complex concepts in a manner that gains management attention and leads to desired outcome ▪ Board level persuader ▪ Recognized as "thought leader" with at least one major expertise ▪ Recognized for ability to create a vision for decision makers of how things will be better ▪ Respected by management, peers, and staff and able to forge strong team commitment to his/her projects

People Leadership

Competencies required for the recruitment, management and development of our people, actively offering them the freedom to be outstanding.

Overall Proficiency Level for the Foundation competency

Baseline	Progressing	Proficient	Experienced	Master
<ul style="list-style-type: none"> ▪ Contributes to recruitment activities ▪ Contributes actively in team activities, sharing experience and ideas ▪ Works co-operatively with other managers to achieve team goals ▪ Can gain the cooperation of others ▪ Is able to set tasks and direction for the team 	<ul style="list-style-type: none"> ▪ Defines the roles required for new hires ▪ Can convey the team's goals clearly ▪ Motivates other team members ▪ Can set objectives fairly ▪ Can conduct performance reviews ▪ Understands the development needs of others 	<ul style="list-style-type: none"> ▪ Defines the need for new resources within a business context ▪ Demonstrates a management style that balances business & people management objectives ▪ Can delegate to others as required to achieve business goals ▪ Can give feedback in a balanced manner ▪ Promotes teamwork, coaches and guides others ▪ Able to organize development for others 	<ul style="list-style-type: none"> ▪ Plays a significant part in the recruitment /development of new people ▪ Leads and motivates multi functional teams in dispersed or complex environments ▪ Motivates the team by generating a positive and enthusiastic atmosphere ▪ Is considered by team members as being firm, decisive and fair ▪ Is perceptive & sensitive to the needs of colleagues and offers help appropriately ▪ Actively encourages and assists the development of people 	<ul style="list-style-type: none"> ▪ Implements effective recruitment strategies to build the organization to meet business objectives ▪ Strategically focuses people and resources to meet changing market requirements ▪ Makes optimum use of people and resources to achieve objectives ▪ Leads and motivates multi functional teams in dispersed or complex environments ▪ Uses skill as a role model to influence other individuals behavior and professional development ▪ Encourages co-operative team-working across the business ▪ Takes a high degree of responsibility and ownership of people issues, of direct and indirect reports alike

People Leadership detail - Staff Acquisition

Participates in or leads successful recruiting efforts, evaluating candidates against organization / project needs and position/role demands.

- Has a good understanding of legislation associated with the recruitment process
- Partners with Recruiters/Staffing Managers throughout the process to ensure coordinated efforts
- Identifies strong candidates through internal and external associations and refers them for consideration by the appropriate business leader.
- Promotes the organization's strengths and career opportunities
- Uses appropriate techniques to assess the candidate's fit with the position/project role.
- Develops and asks interview questions that focus on required competencies and other position/role specifications.
- Recommends next steps in a timely manner and initiates follow up as necessary

Baseline	Progressing	Proficient	Experienced	Master
<ul style="list-style-type: none"> ▪ Works with business managers to identify the Competencies, experience and availability required ▪ Maintains an internal network of resource managers, liaising with them to identify the most suitable and available people for the roles ▪ Liaises with nominated people to establish Competencies, experience and availability are right for the role 	<ul style="list-style-type: none"> ▪ Identifies the Competencies, experience and availability required ▪ Seeks internally for suitable candidates ▪ Devises, and then seeks appropriate authorization, for job specifications and advertising copy for external recruitment programs 	<ul style="list-style-type: none"> ▪ Liaises with external sources to identify suitable candidates ▪ Reviews external applications and selects most appropriate candidates for further review ▪ Undertakes 1st interviews recommending/rejecting as appropriate ▪ "Sells" the Company to the candidate ▪ Assists in major recruitment programs 	<ul style="list-style-type: none"> ▪ Proficient in a variety of recruitment tools e.g. assessment centers ▪ Designs appropriate tools for assessment where necessary ▪ Undertakes final interviews ▪ Conducts exit interviews providing the business with constructive information regarding employee expectations/requirements 	<ul style="list-style-type: none"> ▪ Leads major recruitment programs ▪ Undertakes assessment of candidates for senior appointments

People Leadership detail - Leadership Conduct

Conveys the authority and confidence necessary to establish credibility and drive results.

- Guides individuals and groups toward desired outcomes by establishing confidence
- Exhibits competence and professionalism in all professional interactions
- Displays calm behavior and stability during crisis, promoting constructive problem solving in others
- Uses an appropriate amount of openness in communication

Baseline	Progressing	Proficient	Experienced	Master
<ul style="list-style-type: none"> ▪ Shows capability to achieve desired goals by gaining confidence and obtaining cooperation from others ▪ Remains calm and focused on objectives in challenging situations ▪ Demonstrates an enthusiasm to lead others and take responsibility 	<ul style="list-style-type: none"> ▪ Has taken leadership roles in a number of assignments, and has successfully delivered, with the co-operation of others ▪ Able to keep team focused on objectives in challenging situations ▪ Enthusiastic and capable of enthusing other to engender shared commitment 	<ul style="list-style-type: none"> ▪ Is a confident leader, with a track record of a variety of successful deliveries ▪ Is recognized by team, peers, and senior management as a leader ▪ Has the ability to identify new issues and opportunities early and to re-focus or realign objectives and goals appropriately ▪ Communicates objectives in an inspiring and motivational manner ▪ Is not deflected and does not allow team to be deflected by adversity ▪ Protects the team from external influences which damage the team's ability to achieve their objectives ▪ Engenders a sense of pride, belonging and shared purpose in colleagues 	<ul style="list-style-type: none"> ▪ Has a track record of successful leadership in their chosen field and is respected within Capgemini as a high quality leader ▪ Has the presence and confidence to take a leadership role in key client situations ▪ Has the proven ability to identify new issues and opportunities early and to re-focus or realign objectives and goals appropriately ▪ Communicates vision, goals and objectives in an inspiring and motivational manner ▪ Is not deflected and does not allow organizational unit to be deflected by adversity ▪ Keeps "big picture" in mind whilst focusing on specifics ▪ Protects the organizational unit from external influences which damage the ability to achieve objectives ▪ Engenders a sense of pride, belonging and shared purpose in colleagues that stretches people beyond their own expectations 	<ul style="list-style-type: none"> ▪ Has been the leader of programs with major organizational impact, bringing them to successful conclusion ▪ Has the presence and confidence to take a leadership role in critical client situations ▪ Intellectually capable of defining and articulating a vision to take the organization forward ▪ Capable of representing Capgemini at the highest levels externally ▪ Is not deflected and does not allow organization to be deflected by adversity ▪ Defines "big picture" and protects the organizational unit from external influences which damage the ability to achieve objectives ▪ Instills a sense of pride and belonging and empowers and inspires them to exceed the perceived limits of their performance

People Leadership detail - Managing Others

Provides supervision and direction (to individuals), helping (them) achieve business and personal objectives

- Allocates work, deciding when and what to delegate by assessing priorities, assignment requirements and the competencies/motivations of the individual
- Communicates tasks and expectations clearly, ensuring performance expectations are understood.
- Addresses, with confidentiality, individual problems that impact work performance.
- Assigns staff members to developmental assignments, if possible.
- Encourages staff members providing positive reinforcement and public recognition of achievements
- Builds teams committed to achieving organizational goals.
- Understands the impact of individual differences on group dynamics and leverages that knowledge to achieve maximum work results

Baseline	Progressing	Proficient	Experienced	Master
<ul style="list-style-type: none"> Allocates, sets targets and monitors work effectively Communicates tasks and expectations clearly Provides effective feedback on performance Recognizes developmental needs of staff 	<ul style="list-style-type: none"> Communicates organizational and team objectives clearly and in context Sets (SMART) specific, measurable, achievable, realistic, and time-based objectives Provides encouragement, feedback and coaching to team members to improve their performance Ensures that there are sufficient controls in place for effective allocation and monitoring of work Balances developmental needs of staff with business objectives 	<ul style="list-style-type: none"> Communicates organizational and defines team objectives clearly and in context Sets (SMART) objectives Provides encouragement, feedback and coaching to team members to improve their performance Ensures that there are sufficient controls in place for effective allocation and monitoring of work Balances developmental needs of staff with business objectives Able to manage multiple teams in multiple locations to effectively deliver through people Able to manage directly (e.g. Capgemini staff) or indirectly e.g. third party Understands the importance of confidentiality and escalates or seeks advice as appropriate 	<ul style="list-style-type: none"> Communicates organizational and defines organizational unit objectives clearly and in context Provides a framework to ensure (SMART) objectives are set for all staff Provides encouragement, feedback and coaching to team members to improve their performance Ensures management processes in place encourage high quality people management Ensures developmental needs of staff are considered when business objectives are defined Able to manage multiple teams in multiple locations to effectively deliver through people Handles confidential matters with tact and confidence 	<ul style="list-style-type: none"> Leads the communication of organizational vision and defines organizational objectives with clarity Sets (SMART) objectives for senior management which will achieve organizational goals and can be disseminated throughout the organization Provides encouragement, feedback and coaching to management team members to improve their performance and that of staff Ensures developmental needs of staff are a component of business objectives Highly experienced in managing multiple teams in multiple locations to effectively deliver through people Resolves confidential matters with tact and confidence

People Leadership detail - Developing Others

Provides feedback, guidance and advice to others ensuring that they obtain opportunities to enhance or support personal and professional growth and learning.

- Provides feedback that is constructive, timely, meaningful, fact based, and specific, communicating both strengths and areas for improvement
- Aligns individual's developmental goals with Group goals
- Takes responsibility for relevant people processes such as career development and performance management
- Listens actively to staff member career issues and concerns and utilizes firm resources (e.g. competency model, training courses, expert colleagues) to provide additional support and guidance.
- Fosters a learning environment, which enables individuals to develop additional capabilities and creates opportunities for growth
- Reinforces and supports newly acquired Competencies after an individual's participation in training

Baseline	Progressing	Proficient	Experienced	Master
<ul style="list-style-type: none"> ▪ Gives feedback as required on performance in the performance management process ▪ Has basic understanding of development paths in own Business area- able to offer advice to colleagues if required. ▪ Plans own career sensibly, identifies realistic career goals and makes effective use of training provided. 	<ul style="list-style-type: none"> ▪ Capable of feeding back sympathetically and constructively on the performance of colleagues ▪ Has good understanding of development paths in own and associated Business areas – can advise junior staff ▪ May review the performance of junior staff ▪ Plans own career and assists the planning of junior colleagues. 	<ul style="list-style-type: none"> ▪ Is capable of giving difficult feedback ▪ Understands development paths and constraints in own and associated business areas. Has network of contacts. Capable of acting as a Mentor to junior ▪ Sets objectives to develop individual in line with assignment and service line targets ▪ Helps to create an effective environment for knowledge sharing with colleagues ▪ Makes effective use of Systems and processes (Intranet, Distance learning, etc) and assists colleagues to do so where appropriate. 	<ul style="list-style-type: none"> ▪ Can give balanced feedback to senior staff ▪ Understands development paths in a number of business areas ▪ Capable of acting as a mentor to middle graded staff ▪ Can provide expert input and may deliver training to staff in areas of own expertise. ▪ Will set and review objectives for senior staff ▪ Has knowledge of and actively promotes local knowledge management tools and learning. ▪ Encourages ways of working that develop team members. Ensures staff have career and development plans and that these are achievable. 	<ul style="list-style-type: none"> ▪ Give constructive, balanced feedback in a timely manner to levels of staff which leaves them satisfied and motivated ▪ Has excellent knowledge of development requirements for a wide range of business areas. Seen as an authority in own area of expertise. ▪ May act as mentor for senior staff. ▪ Has knowledge of and actively promotes group wide knowledge management tools and learning. May input to or design learning programs ▪ Develops strategic learning direction for business area, ensuring learning focus is geared to business objectives and success.

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Provides feedback, guidance and advice to others ensuring that they obtain opportunities to enhance or support personal and professional growth and learning.

- Provides feedback that is constructive, timely, meaningful, fact based, and specific, communicating both strengths and areas for improvement
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Client Acquisition & Development

Competencies required for the creation of new business from new and existing clients with a focus on enabling business results for them and driving profitability for Sales.

Overall Proficiency Level for the Foundation competency

Baseline	Progressing	Proficient	Experienced	Master
<ul style="list-style-type: none"> ▪ Responds to client requests in standard situations ▪ Identifies the possibility of new deals, extensions and ad-hoc service aspects ▪ Has credibility with clients in 1 to 1 situations 	<ul style="list-style-type: none"> ▪ Responds to client requests in non standard situations, investigating all the possibilities for a solution ▪ Works as part of a team to develop and cost proposals for new deals, extensions and ad-hoc service aspects ▪ Creates networks with key contacts 	<ul style="list-style-type: none"> ▪ Proactively acts to understand client needs and offer assistance even when not asked ▪ Works as part of a team to negotiate new deals, extensions and ad-hoc service aspects ▪ Builds productive relationships externally 	<ul style="list-style-type: none"> ▪ Anticipate clients needs, investigates the underlying causes and identifies short and long term solutions ▪ Closes new deals, extensions and ad-hoc service aspects ▪ Focuses on developing long term partnerships with clients 	<ul style="list-style-type: none"> ▪ Understands the political infrastructure of board level situations and operates accordingly ▪ Focuses on developing strategic partnerships with clients ▪ Establishes strong relationships in difficult, complex or political environments

Client Acquisition & Development detail - Managing Relationships

Initiates and builds relationships with people inside and outside the client organization.

- Recognizes the need for and value of interpersonal relationships and understands the value of informal interactions.
- Establishes and leverages internal and external network including sector expertise, business solutions and alliance partners.
- Establishes and maintains long-term client relationships based on trust and shared goals.
- Invests time in building client rapport and relationships and makes these available for the organization.
- Solicits client reactions and perspectives, to promote involvement and buy in, and build optimal solutions

Baseline	Progressing	Proficient	Experienced	Master
<ul style="list-style-type: none"> ▪ Fosters good day-to-day working relationship with junior level in client organization ▪ Maintains a network of internal contacts in direct relation to own role/responsibilities 	<ul style="list-style-type: none"> ▪ Builds good rapport with first level of client decision makers, involved in day-to-day decisions ▪ Starts developing a network of relevant contacts within the client ecosystem 	<ul style="list-style-type: none"> ▪ Maintains rich rapport with client's managers to proactively identify new opportunities for Capgemini and refers them to others for progression ▪ Seeks opportunities to expand network within the client ecosystem. 	<ul style="list-style-type: none"> ▪ Maintains sufficient rapport with client to proactively identify new opportunities for Capgemini and pursue them ▪ Maintains an established industry network Supports "master" in liaison with large clients 	<ul style="list-style-type: none"> ▪ Relationship with client is such that client automatically refers to Capgemini with new business opportunities and takes the opportunity through this individual ▪ Be trusted and respected to a level in order to influence a client's decision-making ▪ Maintains an excellent network of contacts internally and externally at all levels of client, partners and influencers organizations

Client Acquisition & Development detail – Executive Interaction

Assesses and discusses with executives the strategic business issues, the implications of those issues, and potential solutions.

- Conveys relevant information, including experience and knowledge, to an executive-level audience.
- Builds credibility and fosters business-partnering relationships at the executive level.
- Anticipates and/or clarifies executive audience's needs and expectations.
- Demonstrates confidence and business maturity
- Speaks 'executive's' language

Baseline	Progressing	Proficient	Experienced	Master
<ul style="list-style-type: none"> ▪ Undertakes research and prepares information for Capgemini senior management to present/discuss at executive level within client or prospect organization ▪ Able to assess and interpret requests from senior management and action as appropriate 	<ul style="list-style-type: none"> ▪ Accompanies senior Capgemini person to executive level meetings and contributes confidently and meaningfully to discussion ▪ Understands and accepts actions without detailed explanation ▪ Able to demonstrate understanding of a topic to senior management 	<ul style="list-style-type: none"> ▪ Capable of conducting meetings/discussions with middle management members of the organization ▪ Capable of forging good relationships with middle management within Company to provide Capgemini opportunity to bid for potential business ▪ Recognized as a good Capgemini ambassador 	<ul style="list-style-type: none"> ▪ Supports "master" in discussions with executives ▪ Anticipates executive requirements and prepares in advance ▪ Able to reassure executive level of client of knowledge and ability 	<ul style="list-style-type: none"> ▪ Fully able to build good rapport at executive level ▪ Fully competent at discussion of business issues with all/any board member ▪ Acts and is treated as a peer by board executives ▪ Equally comfortable with executive level from companies across a number of industries ▪ Able to coach team members on executive interaction

Client Acquisition & Development detail - Client Organizational Awareness

Navigates the client organization to define the formal and informal power bases

- Understands the influence, positioning and perspectives of key decision makers
- Understands organizational strategies and tactical goals from the perspective of key client senior executives
- Determines the client organization's decision-making process and key-players
- Adapts professional demeanor to suit the client's culture, in so far that it doesn't compromise professional integrity

Baseline	Progressing	Proficient	Experienced	Master
<ul style="list-style-type: none"> ▪ Has a good knowledge of the formal structure of a client's organization ▪ Knowledgeable about the roles of individuals within the organization 	<ul style="list-style-type: none"> ▪ Understands who the key decision-makers are and their level of influence ▪ Aware of the specifics of the client culture 	<ul style="list-style-type: none"> ▪ Has a good understanding of the internal formal and informal relationships of an organization ▪ Recognizes suitable behavior to align with client's culture ▪ Understands and identifies the key influencers on decision-making within the client organization 	<ul style="list-style-type: none"> ▪ Is able to quickly map the power base in the client's organization ▪ Focuses on those who exert the greatest influence ▪ Quickly identifies the organizational culture of a prospect and adapts own style to it ▪ Capable of balancing relationship and professional demeanor to suit client's culture 	<ul style="list-style-type: none"> ▪ Develops a formal plan to connect the professional and personal agendas of key clients ▪ Able to coach team members on the appropriate political strategy ▪ Uses own discretion and knowledge of senior executives of an organization to establish information which must remain confidential ▪ Understands the manner in which decisions are being made

Client Acquisition & Development detail - Generating & Transforming Opportunities

Seeks, recognizes and pursues opportunities to sell new or additional business at current or potential clients.

- Understands the client's business and technology challenges
- Understands and keeps abreast of Capgemini's portfolio of offerings.
- Identifies and qualifies business opportunities across all levels and business units of the client organization
- Develops and designs engagement proposals for the mutual benefit of the client and the group
- Develops winning sales plans

Baseline	Progressing	Proficient	Experienced	Master
<ul style="list-style-type: none"> ▪ Ability to recognize an opportunity (from friends, ex-colleagues, family etc as well as from day-to-day contact with clients) ▪ Passes on any potential leads 	<ul style="list-style-type: none"> ▪ Understands the client's business and technology challenges ▪ Evaluates opportunities informally using own process ▪ Contributes to proposals & costed solutions 	<ul style="list-style-type: none"> ▪ Contributes to gaining add-on business or participates in the pursuit team for new opportunities ▪ Articulates value by aligning solutions to clients immediately ▪ Qualifies opportunities using a formal process ▪ Contributes to developing a winning sales plan 	<ul style="list-style-type: none"> ▪ Takes the lead role in new or add-on business by designing engagement proposals ▪ Develops innovative solutions which go beyond ▪ Looks beyond the current Service Line and single SBU ▪ Prioritizes opportunities using a formal process ▪ Systematically develops winning sales plans 	<ul style="list-style-type: none"> ▪ Inspires and leads team to generates new or add-on business ▪ Is able to craft cross-discipline and or cross-geography deals including priority and most profitable offering ▪ Qualifies opportunities early in the sales cycle ▪ Coaches team members in the systematic development of winning sales plans

Service & Delivery

Competencies required in providing services in collaboration with our clients.

Overall Proficiency Level for the Foundation competency

Baseline	Progressing	Proficient	Experienced	Master
<ul style="list-style-type: none"> ▪ Works within the SLA or project plan ▪ Follows set processes and methods ▪ Takes action to monitor and control time and costs ▪ Identifies efficiency improvements ▪ Identifies problems and appreciates the issues required to resolve them ▪ Maintains records as required for the project or service 	<ul style="list-style-type: none"> ▪ Develops and maintains SLA or project plans ▪ Suggests changes to processes and methods ▪ Aware of the effect of costs on overall profitability ▪ Continuously looks for efficiency improvements ▪ Interprets clients needs, assessing the full requirements; identifies solutions to non standard tasks/queries ▪ Creates and maintains appropriate documentation to support the delivery of the service or project 	<ul style="list-style-type: none"> ▪ Sets and manages the client's expectations ▪ Designs and implements changes to processes and methods ▪ Manages costs and profitability ▪ Implements efficiency improvements ▪ Is aware of the cost incurred in making changes and evaluates these against the benefits that would result ▪ Develops improved documentation methods 	<ul style="list-style-type: none"> ▪ Sets and manages realistic and deliverable expectations with clients ▪ Develops new processes and methods ▪ Accurately forecasts and manages costs and profitability for own project or service ▪ Proactively develops and implements efficiency improvements ▪ Understands the needs of the client and balances them with those of Capgemini to lead to win-win situations ▪ Ensures documentation methods are appropriate and cost effective 	<ul style="list-style-type: none"> ▪ Able to drive projects and services from conception through to implementation ▪ Creates new processes and methods that can be implemented across multiple areas ▪ Accurately forecasts and manages costs and profitability for multi-faceted work activities ▪ Proactively develops and implements efficiency improvements that can be implemented in a number of areas ▪ Settles large, complex problems and in doing so, strengthens the relationship with the client.

Service & Delivery detail - Planning & Organizing

Develops short, medium and long-range plans that are comprehensive, realistic and effective in meeting task, service, project, and organizational unit or program goals.

- Defines and allocates resource requirements utilizing understanding of appropriate economics focusing on leverage and deployment models to determine minimum, but appropriate, resources.
- Defines project approach, scope, milestones, success criteria, deliverables, risks and contingencies ensuring that quality assurance activities are embedded.
- Ensures that planning activities are aligned with internal or external (e.g., client) needs.
- Creates work plans that recognize the life balance and development objectives of staff.
- Utilizes Group planning tools and methodologies

Baseline	Progressing	Proficient	Experienced	Master
<ul style="list-style-type: none"> ▪ Plans and executes tasks for self or for a small, stable team ▪ Uses appropriate planning tools and methods ▪ Appropriately prioritizes activities and allocates resources accordingly 	<ul style="list-style-type: none"> ▪ Develops and maintains plans up to for a service team, internal or single-client project ▪ Acquires, allocates, briefs and tracks people appropriately in order to deliver on time and to target ▪ Typically to have been widely viewed as successful with experience controlling project 	<ul style="list-style-type: none"> ▪ Develops and maintains staff rotation plans for a service team or multiple client projects. ▪ Maintains longer term plans to meet strategic goals. ▪ Balances resources and priorities between projects to achieve best end results ▪ Typically to have been widely viewed as successful with full delivery and financial accountability. ▪ Has a comprehensive knowledge of task priorities and is quickly able to determine those it is possible to delay with least impact. 	<ul style="list-style-type: none"> ▪ Develops and maintains plans for a major client project or multiple service streams ▪ Constantly surveys wider context of project or service to adjust and realign plans and organization with changing situation and priorities ▪ Recognized as an experienced manager who plans and organizes in a structured way that meets objectives whilst respecting the development and personal aspirations of staff 	<ul style="list-style-type: none"> ▪ Is recognized by the client and senior staff alike as constantly employing excellent planning and organization Competencies to mitigate risks and avoid surprises whilst achieving maximum productivity and balancing against realistic staff aspirations. ▪ Seen as a thought leader in planning and organizing for the future

Service & Delivery detail - Managing & Controlling

Controls a project, service or organizational area so that it realizes planned budget or revenue within costs and meets or exceeds agreed project or service level objectives.

- Applies appropriate project or service management methodology and Group standards
- Ensures processes in place to identify and implement opportunities for continuous service improvement
- Completes deliverables on time and obtains appropriate sign off; delivers service on time and to client satisfaction
- Communicates and manages expectations so that the client and other internal stakeholders are continually aware of assignment progress or service status, etc.
- Monitors progress with timely resolution of issues and scope changes
- Assesses risks, obstacles, and organizational issues that may impact outcomes
- Controls/monitors the budget (P&L) or cost, work plan, and resource allocations against service or plan, and makes adjustments as necessary
- Decides when to delegate, balances different priorities of the client (e.g., demands to deal directly with senior-level staff), delegator (e.g., the value of staying involved in project details), and staff members (e.g., heavy current workloads)
- Decides what to delegate, assesses the match between the requirement of the assignment and competencies and motivation of the individual

Baseline	Progressing	Proficient	Experienced	Master
<ul style="list-style-type: none"> ▪ Has been successful in managing a project, service or functional area containing costs within forecast and consistently meeting or exceeding agreed service levels and meeting appropriate deadlines ▪ Applies methodology appropriately to balance quality of product and/or service with the need to deliver margin ▪ Generates progress reports on a monthly and ad-hoc basis as one tool to manage expectation and communicate progress or status to all internal or external stakeholders ▪ Understands the principles of risk assessment and has applied them appropriately in area of control 	<ul style="list-style-type: none"> ▪ Typically controlling a project, service or functional area budget successfully contains costs within forecast and consistently met or exceeded agreed service levels and met appropriate deadlines ▪ Has applied methodology as appropriate to balance quality of product and/or service with need to deliver and improve margin ▪ Demonstrates tight control over deliverables, ensuring that issues are dealt with promptly and that scope changes are handled by formal change control ▪ Has successfully implemented formal Risk Assessment processes for a service or project. Understands the principles of risk assessment and has applied them appropriately in area of control 	<ul style="list-style-type: none"> ▪ Typically controlling a project, service or functional area, has successfully contained costs within forecast and consistently met or exceeded agreed service levels and met appropriate deadlines ▪ Has managed a service or project incorporating formal Quality system applied methodology as appropriate to balance quality of product and/or service with need to deliver and improve margin ▪ Has demonstrated the ability to contain and reset unrealistic client and Capgemini Management expectations ▪ Creates and regularly updates formal risk registers. Uses these to generate containment actions and monitors effectiveness against them 	<ul style="list-style-type: none"> ▪ Controlling a project, service or functional area, has successfully contained costs within forecast and consistently met or exceeded agreed service levels and met appropriate deadlines ▪ Has managed a service or project to achieve internal quality certification whilst delivering and improving margin ▪ Has resolved project or service issues by successfully resetting client expectations ▪ Anticipates risks and takes actions to resolve, or re-orient project or service deliverables to accommodate them ▪ Plans resource usage and manages within wider constraints of Service Line requirements 	<ul style="list-style-type: none"> ▪ Controlling a project, service or functional area, has successfully contained costs within forecast and consistently met or exceeded agreed service levels and met appropriate deadlines ▪ Has managed a service or project to achieve external quality certification whilst delivering and improving margin ▪ Has 'rescued' a project or service with significant issues by successfully resetting client expectations ▪ Anticipates risks and takes actions to resolve, or re-orient project or service deliverables to accommodate them ▪ Plans resource usage and manages within wider constraints of Capgemini requirements

Service & Delivery detail - Requirements Assessment

Uses fact-based analyses to identify problems in a structured way.

- Makes effective use of facts and supporting analysis as well as the identification of information sources.
- Uses structured methods to analyze problems and issues
- Makes meaningful connections among seemingly unrelated issues, situations, and concepts
- Identifies logical steps and work plan to address critical issues

Baseline	Progressing	Proficient	Experienced	Master
<ul style="list-style-type: none"> ▪ Suggests and designs service changes capable of bringing benefit to clients. ▪ Uses sound reasoning to explain recommendations appropriately to colleagues or senior Capgemini Managers 	<ul style="list-style-type: none"> ▪ Identifies researches and designs service changes capable of bringing benefit to clients and/or Capgemini. ▪ Uses intelligently reasoned arguments to explain recommendations to colleagues, direct managers and client users. ▪ Capable of selling ideas to junior colleagues in order to deliver benefits from proposed changes 	<ul style="list-style-type: none"> ▪ Identifies, researches and designs changes that are capable of bringing benefit to clients and explicit commercial benefit to Capgemini ▪ Able to present these to colleagues, Capgemini managers and clients ▪ Capable of selling ideas to colleagues and coordinating activities in order to deliver benefits from proposed changes 	<ul style="list-style-type: none"> ▪ Suggests and designs or encourages and manages others to suggest changes that are capable of bringing benefit to clients. ▪ Able to 'test' suggestions and provide objective evidence of their value. ▪ Able to present to colleagues, senior Capgemini Managers and senior clients ▪ Capable of obtaining 'buy-in' from senior internal management and necessary investment where appropriate. ▪ Able to advise and guide on proposal through to implementation. 	<ul style="list-style-type: none"> ▪ Designs major and fundamental changes incorporating latest developments in business and technology ▪ Able to formally present to senior Capgemini managers and senior clients to director level ▪ Regularly contributes to the bid process for major new opportunities and/or ongoing major or strategic client development ▪ Capable of obtaining 'buy-in' from director level internal management and necessary investment where appropriate. ▪ Able to advise and guide on proposals through to implementation.

Service & Delivery detail - Analytical Problem Solving

Uses fact-based analyses to identify problems in a structured way.

- Makes effective use of facts and supporting analysis as well as the identification of information sources.
- Uses structured methods to analyze problems and issues
- Makes meaningful connections among seemingly unrelated issues, situations, and concepts
- Identifies logical steps and work plan to address critical issues

Baseline	Progressing	Proficient	Experienced	Master
<ul style="list-style-type: none"> ▪ Able to question and establish the full pertinent facts required for a successful solution to be reached ▪ Able to communicate the details of an issue ▪ Able to analyze day to day issues of a practical nature and resolve ▪ Escalates accurately and appropriately 	<ul style="list-style-type: none"> ▪ Investigates and resolves escalated issues of a day-to-day nature ▪ Escalates accurately and appropriately ▪ Is aware of problem solving techniques and methodologies and apply as directed ▪ Fully cognizant of appropriate local specific problem solving processes 	<ul style="list-style-type: none"> ▪ Familiar with and able to use standard analysis tools/techniques as appropriate ▪ Is aware of problem solving techniques and methodologies and apply as appropriate and direct others in their use ▪ Able to investigate and resolve issues which potentially have major impact on a particular service/client ▪ Able to articulate the value of proposed solutions to existing clients – typically a single service line 	<ul style="list-style-type: none"> ▪ Ensures team handles issues to successful resolution ▪ Builds new analytical models for specific problems ▪ Able to articulate the value of proposed solutions to prospects – typically across two service lines ▪ Expert in one or more problem solving tool/techniques 	<ul style="list-style-type: none"> ▪ Able to articulate the value of proposed solutions to existing clients – typically multiple service lines ▪ Uses existing or newly created analytical models for the resolution of complex issues, typically across several service lines ▪ Able to resolve issues which potentially have a major impact on the company ▪ Expert in several problem solving tool/techniques

Service & Delivery detail - Solution Design

Proposes solutions that meet or exceed client needs and expectations and align with the Group's strategy.

- Articulates the proposed solution and value proposition accurately and persuasively, reflecting the client's interests or concerns
- Synthesizes multiple ideas into a cohesive format, for example a business case.
- Synthesizes fact-based analyses, driving deliverables toward a recommendation that achieves client acceptance.
- Develops sound, implementable solutions and recommendations
- Develops solutions based upon previously identified potential areas for value delivery
- Constructs a refined value proposition statement and the required underlying detail.
- Drafts elements to manage risk

Baseline	Progressing	Proficient	Experienced	Master
<ul style="list-style-type: none"> ▪ Listens and ensures understanding of the client/prospects requirements to be able to support the design of appropriate solution to meet clients needs and Company strategy ▪ Liaises internally to gain appropriate expertise to establish details of solution and costs 	<ul style="list-style-type: none"> ▪ Understands and identifies risks of solution ▪ Works with peer team to develop and promote solution ▪ Independently able to recognize poor solutions and business cases 	<ul style="list-style-type: none"> ▪ Costs provided achievable in reality ▪ Able to present solution to client/prospect and handle adequately any questions arising ▪ Experience limited to single service line ▪ Manages and minimizes risks of solution ▪ Creates contract schedules pertinent to the service ▪ Takes lead within peer groups as required 	<ul style="list-style-type: none"> ▪ Able to design solutions across several service lines ▪ Able to design solutions that endure ▪ Consistently designs win/win propositions ▪ Able to identify risk elements and to design appropriate risk containment solutions 	<ul style="list-style-type: none"> ▪ Able to design solutions across multiple service lines ▪ Able to design propositions which continue to be win/win when scope and/or volumes change ▪ Consistently influences contract content to ensure only quality business is signed

Service & Delivery detail - Project Closure

Generates gathers and disseminates information to formalize a phase or project completion.

- Gains acceptances for all deliverables at the appropriate point to ensure the project is ultimately accepted
- Ensure all relevant project documentation is fully archived at a Capgemini site
- Manage all tasks to satisfactory completion, i.e. without leaving “loose ends” to be found when all resources have left
- Organize “lessons learnt” workshop, document findings and submit material for re-use to central repository
- Analyze time spent on project to provide data to centralized estimating models as appropriate
- Perform suitable handover to any other staff who are picking up the project

Baseline	Progressing	Proficient	Experienced	Master
<ul style="list-style-type: none"> ▪ Newly developing this capability and have completed formal training or on-the-job training ▪ Have limited or no applied experience in this competency and require a high level of guidance to perform successfully. ▪ Can understand and discuss terminology, concepts, principles, and issues related to this capability ▪ Utilize the full range of reference and resource materials in this capability 	<ul style="list-style-type: none"> ▪ Have applied this capability in limited situations and still require guidance to perform successfully ▪ Ability to discuss with clients and colleagues the application and implications of using the capability ▪ Utilize the full range of reference and resource materials in this capability 	<ul style="list-style-type: none"> ▪ Have applied this competency independently in many situations ▪ Consistently provided usable ideas and perspectives on improvements ▪ Capable of coaching others in the application of this competency 	<ul style="list-style-type: none"> ▪ Demonstrated consistent achievement in applying this capability ▪ Consistently provided advanced ideas and perspectives on improvements ▪ Is routinely sought out to coach others in the application of this capability ▪ Contributed regularly to reference and resource materials in this capability ▪ Able to explain the relevant elements and issues in sufficient detail to foster greater client/team confidence 	<ul style="list-style-type: none"> ▪ Demonstrated consistent excellence in applying this capability ▪ Consistent source of advice on knowledge to others on trends, unique or complex situations, and new and anticipated developments

Service & Delivery detail - Documentation

Documents all relevant information and makes it available.

- Uses the appropriate documentation system for the given situation
- Follows Group methodologies to ensure quality and consistency of documentation

Baseline	Progressing	Proficient	Experienced	Master
<ul style="list-style-type: none"> ▪ Documents accurately to the required standards as directed. ▪ Maintains documentation to the required level at all appropriate stages of project and service life cycles. ▪ Includes suitable documentation of change and problem activity 	<ul style="list-style-type: none"> ▪ Able to document existing processes or new processes in existing environment to standards ▪ Identifies and prioritizes key documentation required ▪ Appreciates cost /benefit of provision of documentation (does not over-document) 	<ul style="list-style-type: none"> ▪ Has capability to efficiently and accurately document for new processes and systems ▪ Understands purpose and use of Documentation tools and able to use as directed ▪ Has contributed to the development of documentation systems appropriate for wider use ▪ Ensures documentation is created so as to facilitate re-use where appropriate 	<ul style="list-style-type: none"> ▪ Understands principles and techniques of documentation ▪ Has successfully provided documentation for new processes and systems ▪ Experienced user of Documentation tools (e.g. Design Aid) in own area of expertise and able to guide others in their use ▪ Has designed and implemented documentation systems appropriate for wider use ▪ Designs documentation so that it facilitates re-use where appropriate 	<ul style="list-style-type: none"> ▪ Is Expert in the principles and techniques of documentation ▪ Is acknowledged as an authority in the provision of documentation for new processes and systems ▪ Experienced user of Documentation tools in a number of areas and able to guide others in their use ▪ Has designed and implemented documentation systems applicable to significant Business areas or large scale engagements ▪ Has created documentation standards and processes that have been widely applied.

Innovation & Capability Growth

Competencies required in developing and growing our service offerings and business by developing solutions that fit client's business objectives and empowering clients to respond to changing market dynamics.

Overall Proficiency Level for the Foundation competency

Baseline	Progressing	Proficient	Experienced	Master
<ul style="list-style-type: none"> ▪ Able to relate industry and client knowledge to own area ▪ Is aware of Capgemini and own area business plans ▪ Proposes innovations 	<ul style="list-style-type: none"> ▪ Interprets internal/external business issues and recommends best practice ▪ Is able to relate the Capgemini business plans to own area business plans ▪ Develops innovations 	<ul style="list-style-type: none"> ▪ Anticipate internal/external business issues; uses knowledge to focus work and drive improvements ▪ Is able to use business plans to focus and drive work ▪ Develops and implements innovations 	<ul style="list-style-type: none"> ▪ Exhibits strong commercial management skills ▪ Is aware of Groups' capabilities and value to the market ▪ Involved in the creation of own area business plan ▪ Able to sell innovations to Capgemini managers and clients 	<ul style="list-style-type: none"> ▪ Influences and develops the future direction of our client base ▪ Has substantial knowledge of the Group's capabilities and value to the market - considers this knowledge when implementing solutions ▪ Creates and drives business plans for own area ▪ Promotes and fosters an environment where innovation can take place

Innovation & Capability Growth detail - Awareness of External Environment

Knowledgeable of policies, practices, trends, information and legislation impacting relevant client organizations, competitors and Capgemini.

- Obtains external data through Group and other knowledge resources
- Leverages knowledge of external environment to enhance client solutions
- Participates actively in trade and professional associations to maintain industry awareness and contacts

Baseline	Progressing	Proficient	Experienced	Master
<ul style="list-style-type: none"> ▪ Able to relate external knowledge to client situation in own areas of expertise 	<ul style="list-style-type: none"> ▪ Knows how to obtain external data from Group knowledge resources and other sources 	<ul style="list-style-type: none"> ▪ Maintains current knowledge of industry innovations and competitor activity in own area of expertise ▪ Able to relate external knowledge to client situation 	<ul style="list-style-type: none"> ▪ Uses external data to benefit clients ▪ Maintains a wide knowledge of industry innovations and competitor activity ▪ Has developed own network of external contacts ▪ Makes judgment of relative merits of data sources 	<ul style="list-style-type: none"> ▪ Active participant in trade / professional organizations ▪ Uses extensive network of external contacts to maintain current knowledge of the industry

Innovation & Capability Growth detail - Innovation

Contributes to the development and/or improvement of processes, our body / range of thought and offerings

- Contributes to existing knowledge base through the development of innovative and forward-thinking solutions and methodologies
- Maintains internal and external contacts in order to keep abreast of new research, trends and theories
- Seeks innovative ways to deliver improved services and offerings to current and future clients
- Contributes useful insights to clients and team members for them to discover new perspectives
- Challenges the conventional view and is able to perceive issues from an alternate point of view.
- Invests in opportunities that will create substantial future benefits to the Group
- Challenges the status quo and fosters creativity

Baseline	Progressing	Proficient	Experienced	Master
<ul style="list-style-type: none"> ▪ Uses standard methodologies ▪ Proposes improved solutions 	<ul style="list-style-type: none"> ▪ Contributes to Knowledge base ▪ Develops improved solutions 	<ul style="list-style-type: none"> ▪ Contributes to innovative solutions ▪ Able to sell new methods internally 	<ul style="list-style-type: none"> ▪ Develops innovative solutions ▪ Aware of industry developments ▪ Able to sell solution to clients 	<ul style="list-style-type: none"> ▪ Leads others to develop innovations ▪ Recognized internally and externally as Thought Leader

Innovation & Capability Growth detail – Capgemini Business Acumen

Knows current organization vision, tenets and goals

- Seeks awareness of the Group's strategic direction and associated initiatives
- Uses an understanding of organization's current lines of business during interaction with Capgemini colleagues and clients
- Utilizes Capgemini Business Acumen to demonstrate added-value to the organization

Baseline	Progressing	Proficient	Experienced	Master
<ul style="list-style-type: none"> ▪ Attends kick-offs and studies all internal communications 	<ul style="list-style-type: none"> ▪ Understands own organizational area's goals ▪ Aware of direct local competitors 	<ul style="list-style-type: none"> ▪ Understands SBU organization and goals ▪ Understands a number of Lines of Business ▪ Applies relevant policies, practices, etc. 	<ul style="list-style-type: none"> ▪ Actively researches information on external legislation, competition, etc impacting Capgemini 	<ul style="list-style-type: none"> ▪ Understands Capgemini global organization and goals ▪ Wide range of contacts within the organization

Innovation & Capability Growth detail - Knowledge Sharing / Leveraging Knowledge

Creates, seeks and acts upon opportunities to obtain and share knowledge (e.g. methodologies, technologies and best practices) for the benefit of both the Company knowledge base and Capgemini employees.

- Demonstrates an understanding that knowledge is the core of Capgemini's business by seeking continually to drive knowledge in all activities to bring greater value to clients
- Tries to find answers to business questions by researching internal and external business databases
- Understands the value of on-line information resources to our "virtual" network and utilizes them to promote knowledge sharing across the organization.
- Adds own expertise and experience to relevant and available knowledge bases

Baseline	Progressing	Proficient	Experienced	Master
<ul style="list-style-type: none"> ▪ Displays understanding of how to access shared knowledge ▪ Contributes to team based Knowledge Sharing activities e.g. maintenance of Project Logs/Support Logs 	<ul style="list-style-type: none"> ▪ Actively seeks re-use before re-invention ▪ Validates use of standard solutions ▪ Initiates knowledge sharing with colleagues in own area of expertise 	<ul style="list-style-type: none"> ▪ Actively uses both internal and external knowledge sources ▪ Contributes to internal knowledge bases ▪ Capable of formal contribution (presentation, development of material) to Knowledge sharing activity. 	<ul style="list-style-type: none"> ▪ Familiar with industry standard knowledge (methodologies, technologies, best practice) and knows how to relate them to Capgemini ▪ Demonstrates knowledge of and Facility with internal Group Information sources – Intranet, Galaxy. ▪ Author of Knowledge Material (Best practice, guidance documents) in own area of expertise ▪ Able to act as a 'coach' for others in own area of expertise 	<ul style="list-style-type: none"> ▪ Expert in industry standard knowledge (methodologies, technologies, best practice) and manages their effective use within Capgemini ▪ Actively Promotes Knowledge Sharing within Capgemini and to clients ▪ Develops and delivers training to others ▪ Recognized as a source of expertise with Network and capability to deliver Knowledge to large number of colleagues.

Innovation & Capability Growth detail - Reuse

Uses, when possible, already developed objects and materials: if not possible, develops objects and materials purposely suitable for reuse.

- Uses the Group's standards and templates
- Checks before starting an activity if there are relevant reusable objects
- Designs and develops objects to ensure uniformity of objects and materials allowing reuse of the same templates.
- Develops objects and materials to maximize automation and minimize tweaking.
- Understands the benefits of reusing components and objects for the Group and the client
- Submits objects and materials for companywide reuse

Baseline	Progressing	Proficient	Experienced	Master
<ul style="list-style-type: none"> ▪ Understands benefits of re-use ▪ Understands where to obtain reusable objects 	<ul style="list-style-type: none"> ▪ Uses standards consistently ▪ Develops objects suitable for re-use 	<ul style="list-style-type: none"> ▪ Develops material specifically for re-use 	<ul style="list-style-type: none"> ▪ Designs templates for re-use objects ▪ Promotes re-use by example 	<ul style="list-style-type: none"> ▪ Sets standards for reusable objects

Innovation & Capability Growth detail - Facilitation

Coordinates the exchange of information in order to maximize decision-making, generating solutions and guides participants in finding the right solution.

- Uses appropriate tools and techniques to manage meeting participants to an outcome.
- Identifies objectives and manages group processes to achieve (desired) outcomes.
- Establishes models and ground rules that foster dialogue, creativity, and problem solving.
- Diagnoses underlying issues through observation and inquiry.
- Manages group dynamics, conflicts, and concerns and promotes win-win outcomes.
- Directs and focuses group discussion, balancing the level of participant contribution and ensuring ownership of the outcome.

Baseline	Progressing	Proficient	Experienced	Master
<ul style="list-style-type: none"> ▪ Actively participates in team meetings in a constructive way ▪ Seeks opportunities to mediate between parties during internal meetings 	<ul style="list-style-type: none"> ▪ Actively participates in internal meetings, representing own business area. ▪ Facilitates (leads and directs) meetings within own business area 	<ul style="list-style-type: none"> ▪ Called upon to facilitate meetings across other Capgemini business areas 	<ul style="list-style-type: none"> ▪ Facilitates groups of senior internal and/or client staff ▪ Has built-up a number of tools to facilitate at all levels 	<ul style="list-style-type: none"> ▪ Facilitates groups of senior internal and/or client staff ▪ Has built-up a number of tools to facilitate at all levels

Technology Awareness & Leveraging

Competencies required enabling technology to be used to its best advantage when providing services to clients, by channeling the expertise of our leading technology partners and putting the right tools in our clients' hands

Overall Proficiency Level for the Foundation competency

Baseline	Progressing	Proficient	Experienced	Master
<ul style="list-style-type: none"> ▪ Awareness and use of technology relevant to role and service provided 	<ul style="list-style-type: none"> ▪ Competent in the use of own technology area for client and Capgemini benefit ▪ Demonstrates an interest in associated technologies 	<ul style="list-style-type: none"> ▪ Keeps abreast of technology changes and their impacts in own sphere ▪ Develops and reuses practical solutions within own technology area 	<ul style="list-style-type: none"> ▪ Broad knowledge across multiple technology areas ▪ Applies broad knowledge across multiple technology areas to ensure optimum solutions 	<ul style="list-style-type: none"> ▪ Recognized internally and externally as an expert in application of own technical specialism ▪ Active participant in industry wide forums on leveraging technology for client and Capgemini benefit

Technology Awareness & Leveraging detail - Technology Awareness

Keeps up to date with overall trends and changes in the technology market and in detail with those that are relevant to one's area of Professional expertise

- Maintains familiarity with relevant technical solutions
- Speaks knowledgeably of relevant technologies during client conversations

Baseline	Progressing	Proficient	Experienced	Master
<ul style="list-style-type: none"> ▪ Effective awareness of technology relevant to role 	<ul style="list-style-type: none"> ▪ Competent in own technology area ▪ Demonstrates an interest in associated technologies and willing to learn ▪ Has understanding of technical direction of IT in general terms 	<ul style="list-style-type: none"> ▪ Appreciates cost/benefit impacts of technology deployment ▪ Can prepare and present internally within own technology area ▪ Develops solutions within own technology area with appropriate involvement of others ▪ Keeps abreast of technology changes and their impacts in own sphere 	<ul style="list-style-type: none"> ▪ Can prepare and present to clients within own technology area ▪ Broad knowledge across multiple technology areas ▪ Source of information/knowledge of relevant technology direction 	<ul style="list-style-type: none"> ▪ Externally recognized 'guru' in use of own technical specialism ▪ Presents on technical matters to external audiences

Technology Awareness & Leveraging detail - Technology Leverage

Can make the connection between client drivers and technical options to recommend appropriate solutions

- Assesses the impact of a variety of technical solutions for the client business
- Has an awareness of market leading technologies and trends outside of Sector / Service Line e.g. Rightshore® / SOA
- Accesses and assembles the appropriate technical expertise within Capgemini and its alliance partners

Baseline	Progressing	Proficient	Experienced	Master
<ul style="list-style-type: none"> ▪ Effective use of technology relevant to role 	<ul style="list-style-type: none"> ▪ Competent in application of technology for client and Capgemini benefit within own technology area ▪ Recognizes potential application of associated technologies and willing to learn 	<ul style="list-style-type: none"> ▪ Appreciates cost/benefit impacts of technology deployment ▪ Develops and reuses practical solutions within own technology area with appropriate involvement of others ▪ Keeps abreast of technology changes and utilizes them as relevant ▪ Aware of industry wide forums on relevant technology leveraging 	<ul style="list-style-type: none"> ▪ Applies broad knowledge across multiple technology areas to ensure optimum solution ▪ Specifies and builds solutions across multiple technologies using other Capgemini knowledge as appropriate ▪ Involved in industry wide forums on relevant technology leveraging 	<ul style="list-style-type: none"> ▪ Recognized (externally to Capgemini) guru in application of own technical specialism ▪ Active participant in industry wide forums on leveraging technology for Business application ▪ Manages solution development for large and/or complex technology deals

Business Leadership

Competencies required being a Business Pioneer and Profit Shaper in managing and growing our business.

Overall Proficiency Level for the Foundation competency

Baseline	Progressing	Proficient	Experienced	Master
<ul style="list-style-type: none"> ▪ Exhibits strong commercial management skills that are at least commensurate with the role 	<ul style="list-style-type: none"> ▪ Has a reasonable understanding of issues in managing a global business ▪ Provides material to assist in the communication of the vision to staff 	<ul style="list-style-type: none"> ▪ Translates strategy into meaningful financial and business action plans, setting clear aims and objectives ▪ Actively promotes a global solution ▪ Ensures understanding and commitment from managers ▪ Is aware of risk 	<ul style="list-style-type: none"> ▪ Interprets business strategy for deployment within own area, setting clear aims and objectives with clarity of delivery accountability. ▪ Actively promotes development of global accounts ▪ Has stature and capability to articulate the vision ▪ Has operational/delivery excellence 	<ul style="list-style-type: none"> ▪ Devises and sets the business strategy to achieve market strength and business growth ▪ Has a intuitive view of business situations ▪ Capable of expressing internally and externally the benefits and disadvantages of global businesses ▪ Sustains involvement and monitoring of delivery against the vision

Business Leadership detail - Business Planning & Execution

Develops and executes plans for a business area/account in order to align business activities with the overall Capgemini strategy

- Interprets organization strategy in relation to business area
- Utilizes the collective expertise within the organization to aid business planning
- Defines clear aims and objectives in line with strategy.
- Is aware of risk
- Can turn business into GOP
- Uses appropriate tools to develop focused plans and priorities.
- Understands the economic drivers of business performance and regularly reviews and manages performance against plan (P&L review).

Baseline	Progressing	Proficient	Experienced	Master
<ul style="list-style-type: none"> ▪ Develops and executes account plans that are seen as effective in strengthening relationships and developing new business. 	<ul style="list-style-type: none"> ▪ Regularly facilitates account development workshops to promote business growth through extended sales of multiple service lines. 	<ul style="list-style-type: none"> ▪ Interprets business strategy for deployment within own area 	<ul style="list-style-type: none"> ▪ Likely to be leading a single service line or single region 	<ul style="list-style-type: none"> ▪ Likely to be leading multiple service lines or multiple regions ▪ Has demonstrated the capability to lead the business through periods of economic downturn whilst maintaining focus and motivation

Business Leadership detail - Global Perspective

Understands the complexities and opportunities inherent in the global business environment

- Understands the economic forces driving businesses to be global
- Maintains and promotes a “boundary less” operations mindset.
- Advocates and actively supports development of seamless services to our global accounts.

Baseline	Progressing	Proficient	Experienced	Master
<ul style="list-style-type: none"> ▪ Some involvement in a global account or global bid ▪ Has gained some understanding of the complexities of a global business environment 	<ul style="list-style-type: none"> ▪ Active involvement in at least one global account or global bid ▪ Has gained a reasonable understanding of issues in managing a global business 	<ul style="list-style-type: none"> ▪ Active involvement in a number of global bids or accounts ▪ Has developed a clear understanding of the complexities of a global account 	<ul style="list-style-type: none"> ▪ Has been seen to be successful working on a global account or assignment ▪ Has been involved in a number of global bids, including the commercials of the bids 	<ul style="list-style-type: none"> ▪ Has been seen to be successful for managing a global account or assignment ▪ Has managed/directed a number of global bids, including delivery of the solution ▪ Acts as a driver for the development of global solutions

Business Leadership detail - Visionary Leadership

Establishes a common vision and channels team's attention and energies toward its achievement

- Creates a vision that inspires and motivates the team.
- Communicates a common vision and ensures broad understanding, gaining commitment from others.
- Mobilizes the team and unleashes their collective energy to achieve defined objectives.
- Provides clear direction and empowers others to operationalize the vision.
- Keeps the group focused on achieving the vision.

Baseline	Progressing	Proficient	Experienced	Master
<ul style="list-style-type: none"> ▪ Communicates Group strategy and vision with passion and commitment that inspires and motivates the team ▪ Validates that messages have been understood and ensures two-way communication. ▪ Ensures that team members are empowered to deliver the vision ▪ Continually monitors and supports the team in delivering the vision. 	<ul style="list-style-type: none"> ▪ Establishes a clear vision for own direct reports. ▪ Validates vision with senior management to prevent conflicts with other plans 	<ul style="list-style-type: none"> ▪ Establishes a clear vision for own direct reports and capable of exerting influence within own Service Line. ▪ Capable of providing input to assist formation of Senior Management total vision. ▪ Ensures understanding and commitment from managers 	<ul style="list-style-type: none"> ▪ Establishes a clear vision for own direct reports and exerts influence in more than one Service Line. ▪ Participates in formation of Senior Management total vision. ▪ Actively sells the vision to all relevant leaders within multiple service lines. 	<ul style="list-style-type: none"> ▪ Establishes a unified vision that inspires and motivates the whole management team ▪ Listens to alternative views during evolution of the vision. ▪ Devices ways to clearly communicate the common vision throughout the organization. ▪ Overcomes any dissent within the management team to ensure commitment from all involved

Know about our Holistic Learning Framework

We have a holistic approach toward learning. This provides a balanced framework for employees to develop their Technical, Industry and Leadership skills, and enables them to focus on enhancing their knowledge of the clients' business. This approach has helped us to maintain higher than industry average retention percentages.



Holistic Learning Framework

Self Learning Philosophy

We like to encourage our employees to increase their capabilities in the desired skills, but do believe that the eagerness to learn should be self-motivated. Keeping this in mind, various options are used to promote the Self-learning philosophy, some of them being, Experiential learning and Buddy System.

Client Focus

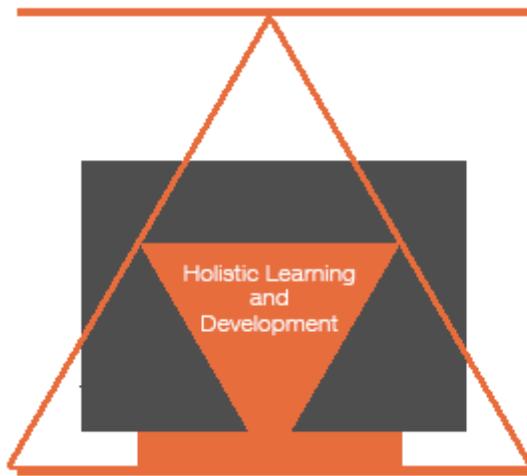
Being in the Financial Services, it is imperative that our employees always remain Client-focused. We ensure that the employees understand this through our way of working too. We have created learning programs that help our employees to enhance their client facing and client-centric skills.

Our holistic leadership learning framework provides learning opportunities at four levels of leadership:

- Emerging Leadership
- People Leadership
- Operational Leadership
- Strategic Leadership

Example of development opportunities available to you:

	On the Job Training You will be guided by SUBJECT MATTER EXPERS.
	Web-Based Learning A collection of over 3000 web-based courses to choose from available on a wide range of topics, in several languages. These courses are available 24x7 anywhere in the world.
	Online Books A collection of over 30,000 titles on various topics is available online. They are available anytime, anywhere.
	Instructor Led Training These courses are facilitated by Subject Matter Experts. Training is conducted in physical and Virtual classroom sessions. These can be conducted at your local site or at the Capgemini University facilities.



Technology Capability Building

Technological learning plays a crucial role in the development of the company's technological capability and is central to organizational performance. The Learning team plays an important role in building this framework.



We hope this guide inspires you to take charge of your career, explore the competency model, investigate learning opportunities and engage in our internal talent and performance processes.



About Capgemini

With around 120,000 people in 40 countries, Capgemini is one of the world's foremost providers of consulting, technology and outsourcing services. The Group reported 2011 global revenues of EUR 9.7 billion. Together with its clients, Capgemini creates and delivers business and technology solutions that fit their needs and drive the results they want.

A deeply multicultural organization, Capgemini has developed its own way of working, the Collaborative Business Experience™, and draws on Rightshore®, its worldwide delivery model.

More information is available at www.capgemini.com

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People matter, results count.

