



CAREER PATHS AND LEVEL GUIDE

MAY 2016

The Career Tracks and Levels

Western Digital Corporation has defined four broad “career tracks,” which are used to differentiate the degree of responsibility, scope, expertise and business value associated with a particular role. In general, the higher the level of a job, the more it has increased responsibility, scope, expertise and value to the business. The career levels are used to separate jobs based on differences in the level of contribution a job provides to the organization.

Career Track Descriptions	Support (Level 1-Level 5)	Professional (Non-Engineering) (Level 1-Level 6)	Professional (Engineering) (Level 1-Level 7)	Management (Level 1 through SVP)
	Supports administrative and operational needs of business units, functions or geographical operations and/or works with equipment and processes to support manufacturing operations.	Individual contributors or knowledge workers with specialized professional expertise, who may also direct the work of lower level professionals or manage related processes/programs. Do not have people management responsibilities.	Individual contributors or technical teams using specialized knowledge to deliver technology solutions to develop products or solve business problems. Do not have people management responsibilities. Generally holds degree in Engineering, Computer Science or other technical field.	Management and supervisory professionals focusing on tactical, operational activities within a specified area. Typically have two or more direct reports. Top executives and division heads providing strategic vision and/or tactical/strategic direction across multiple divisions.
Knowledge	✓	✓	✓	
Complexity	✓	✓	✓	
Supervision	✓	✓	✓	
Experience	✓	✓	✓	
Scope				✓
Impact				✓
Influence and Interactions				✓
Reporting Relationships				✓

The leveling of a job is determined through the examination of four work factors, which vary by career track (illustrated in the chart above). Each work factor represents a bucket of job characteristics used to distinguish between hierarchical levels. The work factors used within this level guide are defined as follows:

Work Factors	Description
Knowledge	Generically describes the level of knowledge and/or skills needed to perform the job
Complexity	Describes the complexity of the underlying work required in the job (e.g., problem-solving based on multiple, ambiguous inputs vs. following step-by-step handbook)
Supervision	Describes the amount of direction, oversight, or leadership needed in the role
Experience	Level of expertise required to fulfill level responsibilities as defined by minimum levels of formal education and/or work experience
Scope	Describes scope of role (e.g., team, department, function, enterprise) required for each level
Impact	Describes the nature of the decisions that are being made and the impact those decisions have on the organization
Influence/Interactions	Describes the level and nature of interactions that will be required in the role; also describes how much influence (generally without authority) will be necessary to perform the job's duties
Reporting Relationships	Responsibility for people development, including supervision, training, coaching, leading by example, and performance management

The Career Framework

WDC Global Career Tracks Overview

WDC Level	Support		Professional		Management	
			Non-Engineering	Engineering		
			Level		Level	Title
113					M8 (SVP)	SVP
112			See Mgmt Level 7		M7 (VP/Sr Fellow)	VP/Sr Fellow
111			Level	Title	M6	Sr Director
110			P6	Analyst/Specialist VI	M5	Director
109			P5	Analyst/Specialist V	M4	Sr Manager
108			P4	Analyst/Specialist IV	M3	Manager
107			P3	Analyst/Specialist III	M2	Sr Supervisor
106	Level		P2	Analyst/Specialist II	M1	Supervisor
105	S5	Technician V	P1	Analyst/Specialist I	E1	Engineer/Developer
104	S4	Technician IV	Technician and Analyst/Specialist are example titles for Support and Non-Engineering tracks			
103	S3	Technician III				
102	S2	Technician II				
101	S1	Technician I				

Support
Supports administrative and operational needs of business units, functions or geographical operations, and/or works with equipment and processes to support manufacturing operations.

Professional (Non-Engineering)
Individual contributors or knowledge workers with specialized professional expertise, who may also direct the work of lower level professionals or manage related processes/programs. Do not have people management responsibilities.

Professional (Engineering)
Individual contributors or technical teams using specialized knowledge to deliver technology solutions to develop products or solve business problems. Do not have people management responsibilities. Generally holds degree in Engineering, Computer Science or other technical field.

Management
Management and supervisory professionals focusing on tactical, operational activities within a specified area. If role has direct reports, it will fall into this track. Top executives and division heads providing strategic vision and/or tactical/strategic direction across multiple divisions.

Short-term Incentives

Short-Term Incentive Plan Targets (as a % of base salary) By Track and Level

WDC Level	Support		Professional		Management	
			Non-Engineering	Engineering		
	Title	Target	Title	Target	Title	Target
111				Fellow 35%	Sr Director	35%
110			Analyst/Specialist VI 30%	Sr Technologist 30%	Director	30%
109			Analyst/Specialist V 20%	Technologist 20%	Sr Manager	20%
108			Analyst/Specialist IV 15%	Principal 15%	Manager	15%
107			Analyst/Specialist III 12%	Staff 12%	Sr Supervisor	12%
106	Title Target		Analyst/Specialist II 10%	Senior 10%	Supervisor	10%
105	Technician V 8%		Analyst/Specialist I 10%	Engineer/Developer 10%		
104	Technician IV 8%					
103	Technician III 8%					
102	Technician III 8%					
101	Technician I 8%					

Notes: Technician is an example title for the Support track; Analyst/Specialist are example titles for the Professional Non-Engineering track

Support

Supports administrative and operational needs of business units, functions or geographical operations, and/or works with equipment and processes to support manufacturing operations.

Work Factor	Knowledge	Complexity	Supervision	Experience
S5 Level V	<ul style="list-style-type: none"> Highly skilled specialist Contributes to development of concepts and techniques Completes complex tasks in creative and effective ways Manufacturing: Highly skilled across multiple sensitive production lines 	<ul style="list-style-type: none"> Requires independent action and high initiative to resolve priority issues Makes recommendations for new procedures 	<ul style="list-style-type: none"> Works independently to determine methods and procedures May be a facilitator or team lead 	<ul style="list-style-type: none"> 6+ years of related experience
S4 Level IV	<ul style="list-style-type: none"> Skilled specialist Is resourceful and works effectively Manufacturing: Skilled across multiple sensitive production lines; may require certification within multiple production lines 	<ul style="list-style-type: none"> Requires judgment and initiative to resolve difficult issues Makes recommendations for solutions 	<ul style="list-style-type: none"> Collaborates to determine methods and procedures May act as informal team lead 	<ul style="list-style-type: none"> 4-6 years of related experience
S3 Level III	<ul style="list-style-type: none"> Substantial understanding of job Applies knowledge/skills to complete a wide range of tasks Manufacturing: Somewhat skilled across multiple production lines; may include working within sensitive environments 	<ul style="list-style-type: none"> Assignments are of moderate difficulty Exercises judgment in making recommendations to resolve issues 	<ul style="list-style-type: none"> Receives little instruction on daily work Receives general instruction on new assignments 	<ul style="list-style-type: none"> 2-4 years of related experience
S2 Level II	<ul style="list-style-type: none"> Applies acquired skills and knowledge to follow procedures and complete tasks Manufacturing: Focus on one production line 	<ul style="list-style-type: none"> Assignments are semi-routine Requires ability to deviate from protocol to address unique issues 	<ul style="list-style-type: none"> Follows established procedures on routine work Receives detailed instruction on new assignments 	<ul style="list-style-type: none"> 1-2 years of related experience
S1 Level I	<ul style="list-style-type: none"> Acquires job skills and learns company policies and procedures Applies learnings to routine tasks Manufacturing: no specific focus area 	<ul style="list-style-type: none"> Assignments are routine Requires limited judgment Little or no decision making 	<ul style="list-style-type: none"> Receives detailed instruction on all work Works under close supervision 	<ul style="list-style-type: none"> <1 year of related experience

Professional (Non-Engineering)

Individual contributors or knowledge workers with specialized professional expertise, who may also direct the work of lower level professionals or manage related processes/programs. Do not have people management responsibilities.

Work Factor	Knowledge	Complexity	Supervision	Experience
P6 Level VI	<ul style="list-style-type: none"> Expert in the field; highly unique and specialized skills Uses professional concepts to resolve critical issues and shape company objectives/principles Barriers to entry (e.g., top management review, approval) 	<ul style="list-style-type: none"> Work impacts company goals and design/selling success Projects/programs may address future concepts, products, and technologies May guide unique, advanced data/situational analyses 	<ul style="list-style-type: none"> Drives determination of objectives and approach to critical assignments Typically responsible for managing large complex projects or initiatives Mentors and leads others in areas of expertise 	<ul style="list-style-type: none"> Bachelor's/15+ yrs experience Master's/12+ yrs experience PhD/8+ yrs experience.
P5 Level V	<ul style="list-style-type: none"> Has broad expertise or unique knowledge Contributes to development of company objectives and principles Some barriers to entry (e.g., committee review) May be highest level of expertise within track for a unique skill 	<ul style="list-style-type: none"> Works on significant and unique issues Drives scoping, planning, and methodology for critical projects; may manage execution Able to provide advanced data/ or situational analysis that often requires the evaluation of intangibles 	<ul style="list-style-type: none"> Works independently to determine methods and procedures May be responsible for managing large complex projects or initiatives May mentor, lead, and/or supervise other personnel 	<ul style="list-style-type: none"> Bachelor's/12+ yrs experience Master's/8+ yrs experience PhD/5+ yrs experience
P4 Level IV	<ul style="list-style-type: none"> Has wide-range of experience Uses professional concepts to resolve complex issues 	<ul style="list-style-type: none"> Works on complex issues Exercises judgment in selecting methods and techniques to solve problems Provides data/situational analysis and in-depth evaluation of variable factors 	<ul style="list-style-type: none"> Collaborates to determine methods and procedures Executes responsibilities with general supervision and little guidance May be responsible for managing complex projects May coordinate activities of other personnel (Team Lead) – may include leading cross-functional teams 	<ul style="list-style-type: none"> Bachelor's/8+ yrs experience Master's/6+ yrs experience PhD/3+ yrs experience

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Work Factor	Knowledge	Complexity	Supervision	Experience
P3 Level III	<ul style="list-style-type: none">Seasoned professional with full understanding in an area of specializationResolves a wide range of issues in creative waysFully qualified, career-oriented position	<ul style="list-style-type: none">Works on medium to complex problems of diverse scopeUses judgment in selecting methods and techniquesProvides data/situational analysis and evaluates identifiable factors	<ul style="list-style-type: none">Receives little instruction on daily workReceives general instruction on new assignmentsMay be responsible for managing projectsMay participate or help coordinate cross-functional teams	<ul style="list-style-type: none">Bachelor's/5+ yrs experienceMaster's/3+ yrs experiencePhD/no experience
P2 Level II	<ul style="list-style-type: none">Developing professional expertise and skillsResolves a variety of issues by applying appropriate policies and procedures	<ul style="list-style-type: none">Works on problems of moderate scopeExercises judgment within defined procedures and practicesProvides data/situational analysis and reviews a variety of factors	<ul style="list-style-type: none">Receives general instruction on routine workReceives detailed instruction on new assignmentsMay participate in cross-functional teams	<ul style="list-style-type: none">Bachelor's/2+ yrs experienceMaster's or Advanced degree with no experience
P1 Level I	<ul style="list-style-type: none">Learning professional concepts and company standardsResolves routine issues by applying standard company policies and procedures	<ul style="list-style-type: none">Works on problems of limited scopeFollows standard practices and proceduresPerforms simple analysis of data/situations where conclusions are easily identified	<ul style="list-style-type: none">Requires specific instruction and supervision on all work	<ul style="list-style-type: none">No experience required

Professional (Engineering)

Individual contributors or technical teams using specialized knowledge to deliver technology solutions to develop products or solve business problems. Do not have people management responsibilities. **Holds a degree in Engineering or Computer Science.**

Work Factor	Knowledge	Complexity	Supervision	Experience
(Sr Fellow)	See Management Level M7 (Sr Fellow/VP) for level description			
E7 Fellow	<ul style="list-style-type: none"> Acknowledged across groups as the expert and thought leader in technical discipline(s) May serve as “chief architect” of key product or service; may oversee a family of products Defines company’s technical and business strategy Applies knowledge of new technology across industries to impact the broader business Significant barriers to entry (e.g., top management review or review board approval) 	<ul style="list-style-type: none"> Develops and establishes technical/business processes Provides/leads highly innovative solutions for extremely complex, specialized technical issues Works proactively; anticipates and prevents highly complex problems crossing disciplines Fully understands and quantifies program risks with broad and significant impact 	<ul style="list-style-type: none"> Develops/accomplishes goals and objectives independently Builds, leads and integrates multiple project teams and broad assignments, driving decisions and results Provides leadership/strategy to develop technical talent Sets and models high standards for effective interactions across groups 	<ul style="list-style-type: none"> BS with 12+ yrs experience MS with 12+ yrs experience PhD with 10+ yrs experience
E6 Sr Technologist	<ul style="list-style-type: none"> Acknowledged across groups as an expert in an area of technical discipline Applies advanced technical expertise to manage complex programs Contributes to and help shape company’s technical and business strategy Researches new technology from a variety of industries Barriers to entry (e.g., top management review, approval) 	<ul style="list-style-type: none"> Recommends and implements changes in technical/business processes Helps develop and implement innovative solutions for complex, specialized technical issues Works proactively; identifies and helps prevent problems that may cross disciplines Fully understands and quantifies project risks with impact 	<ul style="list-style-type: none"> Accomplishes goals and objectives independently Builds and leads teams, influencing decisions and results Provides regular technical advice and direction to technical team(s) and management Helps set and model high standards for effective interactions, often across groups 	<ul style="list-style-type: none"> BS with 10+ yrs experience MS with 10+ yrs experience PhD with 10+ yrs experience
E5 Technologist	<ul style="list-style-type: none"> Acknowledged within group as a subject matter expert Applies high level of technical competence to solve problems 	<ul style="list-style-type: none"> Follows technical/business processes; Identifies areas for improvement Helps lead/coordinate extremely complex technical projects and programs 	<ul style="list-style-type: none"> Meets objectives with minimal direction and supervision Facilitates leadership and development of technical teams 	<ul style="list-style-type: none"> BS with 10+ yrs experience MS with 8+ yrs experience PhD with 6+ yrs experience

Professional (Engineering)

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Work Factor	Knowledge	Complexity	Supervision	Experience
	<ul style="list-style-type: none"> Helps define siloed technical strategy; contributes to organization's technical direction Some barriers to entry (e.g., committee review) 	<ul style="list-style-type: none"> Identifies and helps prevent and solve problems within group Identifies risks, generates, recommends, and implements solutions 	<ul style="list-style-type: none"> Uses discretion to fully scope, design and implement solutions to complex technical problems Formally leads and mentors others 	
E4 Principal	<ul style="list-style-type: none"> Subject matter expert in area of responsibility or has extensive knowledge of several technical areas Applies technical expertise to complete complex tasks Provides input on group's technical direction Aware of technical advances within area of specialization 	<ul style="list-style-type: none"> Follows technical/business processes; helps support change when necessary Executes complex, specialized technical projects/assignments Responsible for major or many components in area of expertise Errors result in serious delays and/or departmental consequences 	<ul style="list-style-type: none"> Meets goals with little direction and supervision Lead individual contributor for key technical projects and programs Ability to drive project methods techniques and procedures Collaborates to develop self and others within group 	<ul style="list-style-type: none"> BS with 7+ yrs experience MS with 6+ yrs experience PhD with 3+ yrs experience
E3 Staff	<ul style="list-style-type: none"> Subject matter expert in area of responsibility or working knowledge of several technical areas Applies advanced technical principles to complete medium to complex tasks May provide input on group's technical direction 	<ul style="list-style-type: none"> Follows set processes/protocols Works on assignments of medium to complex level Structures project plans and manages cost-effective execution of tasks Errors may result in serious delays and/or departmental consequences 	<ul style="list-style-type: none"> Meets goals with some direction and supervision Important player on large technical projects and programs Uses discretion to help design and implement solutions to somewhat complex problems 	<ul style="list-style-type: none"> BS with 5+ yrs experience MS with 3+ yrs experience PhD with 1+ yrs experience
E2 Senior	<ul style="list-style-type: none"> Knowledge and skills lie within a single technical area Can perform multiple tasks on large projects Applies technical skills/analysis to solve problems effectively Demonstrates mastery over semi-routine assignments 	<ul style="list-style-type: none"> Works on a variety of technical projects of moderate scope with some instruction Uses discretion to prioritize work and evaluate problem solving approaches Errors may impact client operations, costs or schedules 	<ul style="list-style-type: none"> Requires general supervision on all work May help lead/coordinate small-medium scope projects Some guidance required around project scopes and methodology Work generally reviewed for completeness and accuracy 	<ul style="list-style-type: none"> BS with 2+ yrs experience MS with 0+ yrs experience

Professional (Engineering)

Individual contributors or technical teams using specialized knowledge to deliver technology solutions to develop products or solve business problems. Do not have people management responsibilities. **Holds a degree in Engineering or Computer Science.**

Work Factor	Knowledge	Complexity	Supervision	Experience
E1 Engineer/ Developer	<ul style="list-style-type: none">• Knowledge is limited within a single technical area• Performs multiple project tasks• Is resourceful when solving problems; shows initiative• Uses basic technical skills to complete routine assignments	<ul style="list-style-type: none">• Works on technical projects of limited scope with instruction• Executes tasks/assignments that are well defined• Exercises judgment in prioritizing work• Errors may cause project delays	<ul style="list-style-type: none">• Close supervision on all work and limited decision-making• Specific guidance required around scope, methodology, expected timing and results• Work reviewed thoroughly for completeness and accuracy	<ul style="list-style-type: none">• BS with 0+ yrs experience

Management

Management and supervisory professionals focusing on tactical, operational activities within a specified area. Typically have two or more direct reports. Top executives and division heads providing strategic vision and/or tactical/strategic direction across multiple divisions.

Work Factor	Scope	Impact	Influence/Interactions	Reporting Relationships
M8 SVP	<ul style="list-style-type: none"> Major complex, global operating unit; corporate function; strategic business unit Has budget or P&L accountability for unit(s) Problems faced will be severely complex 	<ul style="list-style-type: none"> Focused on achieving long-term operational and strategic results (3+ years) Outcomes directed and/or influenced have a major impact the company's future direction Erroneous decisions may impact the company's viability 	<ul style="list-style-type: none"> Interacts internally and externally with executive level management, consultants and corporate leaders, requiring negotiation skills over extremely critical matters Influences long-term vision and strategy of corporate consequence Recognized as influential leader within and outside the company 	<ul style="list-style-type: none"> Reports to CEO/President/EVP Supervises 6-8 direct reports (VPs/Fellows, Senior Directors, Directors) Potential member of CEO's Executive Team
M7 VP/Sr Fellow	<ul style="list-style-type: none"> Several diverse units, may or may not be global in scope; a strategically important unit or function; a large single-focused unit or function May have budget or P&L accountability for unit(s) Problems faced may be severely complex and abstract Fellow role may not have same people/P&L responsibilities but impact, complexity and influence required in role are the same for a VP and a Fellow 	<ul style="list-style-type: none"> Focused on achieving mid- to long-term operational and strategic results (2-5 years) Outcomes directed impact departments or operating units under his/her direct leadership and often impact other departments' future direction Erroneous decisions will have a serious impact on the overall long-term success of the company 	<ul style="list-style-type: none"> Regularly interacts with executives and/or major customers involving highly visible activities such as negotiating with customers, influencing executives and/or academics, lobbying regulators or policy makers and representing the organization on matters of great significance Influences short- and long-term corporate vision and strategy Recognized as an influential leader within and, possibly, outside the organization 	<ul style="list-style-type: none"> Reports to EVP/SVP Supervises 6-8 direct reports (Senior Directors, Directors, Senior Managers)
M6 Sr Director	<ul style="list-style-type: none"> Multiple departments with related functions; manages large-single focus department; a high profile BU or customer segment Will be a manager of managers May have budget or P&L accountability for department(s) Problems faced are moderately to severely complex Consistently works with abstract matters across functional areas 	<ul style="list-style-type: none"> Focused on achieving mid- to long-term operational and strategic results (2-5 years) Outcomes directed impact their department and other, related department OR has small influence on the company's relationship with a business partner, technological positioning, or its infrastructure Erroneous decisions will have a moderate impact on the long-term success of the company 	<ul style="list-style-type: none"> Regularly interacts with executives and senior management and/or major customers; may represent the organization and negotiate on matters of significance Influences short-term vision and strategy of corporate consequence Develops corporate and organizational policies, practices and procedures and authorizes implementation 	<ul style="list-style-type: none"> Reports to SVP/VP Supervises 6-8 direct reports

Management

Management and supervisory professionals focusing on tactical, operational activities within a specified area. Typically have two or more direct reports. Top executives and division heads providing strategic vision and/or tactical/strategic direction across multiple divisions.

Work Factor	Scope	Impact	Influence/Interactions	Reporting Relationships
M5 Director	<ul style="list-style-type: none"> Several teams within a department; specific BU or customer segment; manages large-single focus operating or functional unit Often a manager of managers May have budget or P&L accountability for operating or functional unit Problems faced may be moderately to severely complex 	<ul style="list-style-type: none"> Focused on achieving mid- to long-term operational and often strategic results (2-5 years) Outcomes directed impact teams under their direct leadership, other related teams, and possibly semi-related teams Erroneous decisions will have a serious impact on the mid to long-term success of the function or division 	<ul style="list-style-type: none"> Often interacts with executives and regularly meets with senior management and/or major customers Shapes operations of function with an eye to short-term vision and strategy of corporate consequence Influences others outside of own job area regarding policies, practices and procedures 	<ul style="list-style-type: none"> Reports to SVP/VP/Sr. Director Supervises 6-8 direct reports
M4 Sr Manager	<ul style="list-style-type: none"> Manages large team which would typically consist of both experienced professionals and, possibly, managers Manages activities of two or more sections or departments May have budget accountability for sections Problems faced are difficult to moderately complex 	<ul style="list-style-type: none"> Focused on achieving short-term operational and tactical results (1-2 years) Outcomes managed impact the teams under his/her direct leadership and related teams Erroneous decisions will have a moderate impact on the mid to long-term success of the function or division (e.g., delays in schedule) 	<ul style="list-style-type: none"> Regularly interacts with senior management Periodically interacts with executives Interactions involve matters concerning several functional areas, divisions, and/or customers Influences short-term operations of function Influences others outside of own job area regarding policies, practices and procedures 	<ul style="list-style-type: none"> Reports to Sr. Director/Director Supervises 6-8 direct reports
M3 Manager	<ul style="list-style-type: none"> Manages a team of professionals True manager level In some instances this manager may be responsible for a functional area and not have any subordinate employees May have budget accountability for team Problems faced may be difficult to moderately complex 	<ul style="list-style-type: none"> Focuses on policy and strategy implementation for short-term results (1 year or less) Outcomes managed impact the teams under his/her direct leadership and, possibly, related teams Erroneous decisions may have small to moderate impact on the mid to long-term success of the function or division (e.g., add to costs) 	<ul style="list-style-type: none"> Regularly interacts with subordinate supervisors, customers, and/or functional peer group managers Periodically interacts with senior management Interaction normally involves matters between functional areas, other company divisions or units, or customers and the company Influences others inside of own job area regarding policies, practices and procedures 	<ul style="list-style-type: none"> Reports to Director/Sr. Manager Supervises 6-8 direct reports

Management

Management and supervisory professionals focusing on tactical, operational activities within a specified area. Typically have two or more direct reports. Top executives and division heads providing strategic vision and/or tactical/strategic direction across multiple divisions.

Work Factor	Scope	Impact	Influence/Interactions	Reporting Relationships
M2 Sr Supervisor	<ul style="list-style-type: none"> Typically Supervises Professional/Technical staff Provides direct supervision to professional individual contributors and/or skilled, support individual contributors (e.g., technicians, designers, support personnel) A portion of time is sometimes spent performing individual tasks related to the unit or sub-unit Problems faced may be difficult, but typically are not complex 	<ul style="list-style-type: none"> Focused on achieving very short-term operational and tactical results (6-12 months) Outcomes supervised impact only the team under his/her direct supervision Erroneous decisions will have moderate impact on the near-term success of the function or division (e.g., delays in schedule) 	<ul style="list-style-type: none"> Regularly interacts with subordinate supervisors and functional peer group Periodically interacts with senior management Interaction normally requires the ability to gain cooperation of others, conducting presentations of technical information concerning specific projects or schedules 	<ul style="list-style-type: none"> Reports to Sr. Manager/Manager Supervises 6-8 direct reports
M1 Supervisor	<ul style="list-style-type: none"> Typically Supervises Clerical/Manufacturing staff Provides immediate supervision to a unit or group of semi-skilled employees (e.g., assemblers, operators, clerical), assigning tasks, checking work at frequent intervals, and maintaining schedules A portion of time is normally spent performing individual tasks related to the unit or sub-unit Problems faced may be difficult, but typically are not complex 	<ul style="list-style-type: none"> Focused on achieving very short-term operational and tactical results (6-12 months) Outcomes supervised impact only the team under his/her direct supervision Erroneous decisions will have minimal impact on the near-term success of the function or division (e.g., delays in schedule) 	<ul style="list-style-type: none"> Regularly interacts with subordinates and functional peer groups Periodically interacts with senior management Interaction normally involves exchange or presentation of factual information 	<ul style="list-style-type: none"> Reports to Sr. Manager/Manager/Sr. Supervisor Supervises 10+ direct reports