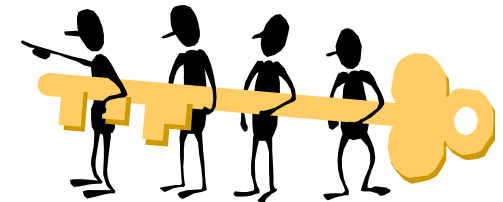


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# Career Paths for All!

## Reducing Operational Risk via Job Matrices

January 23, 2013

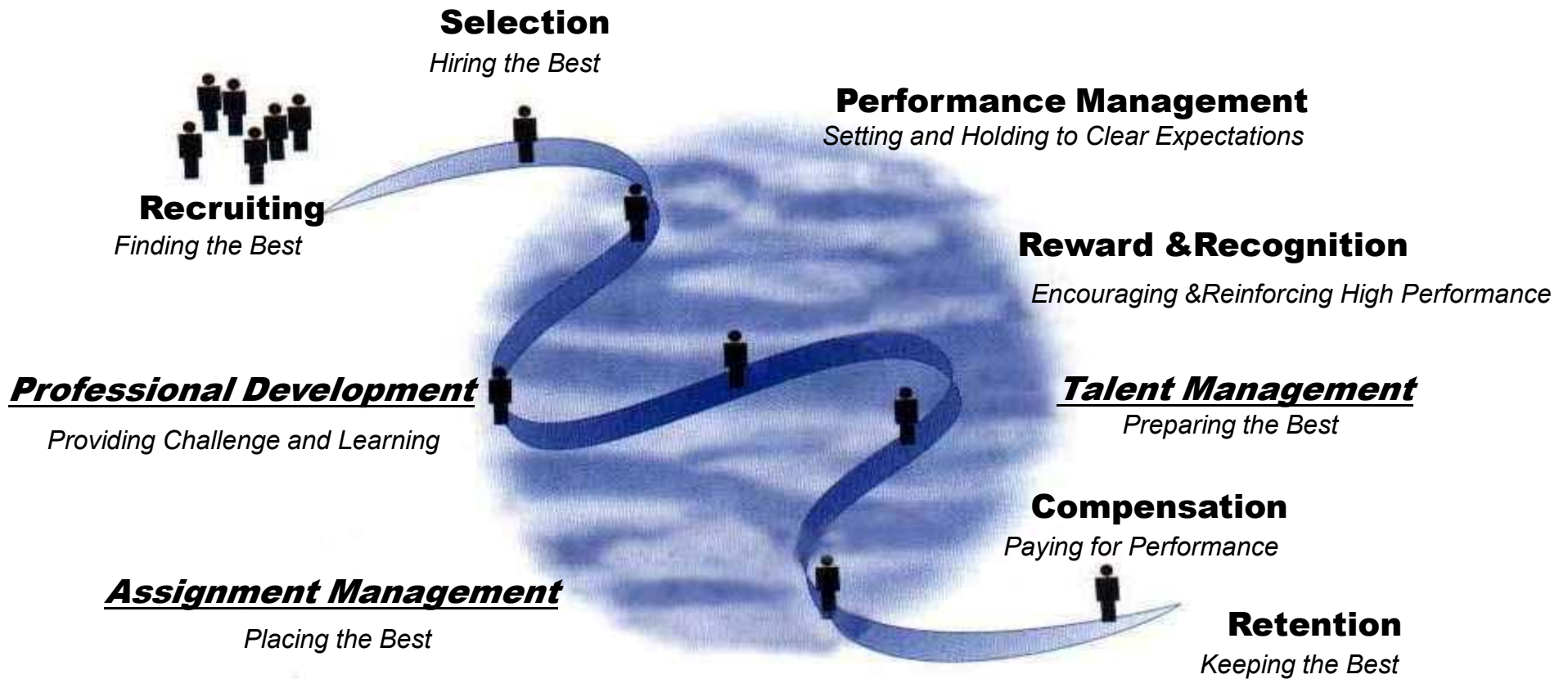


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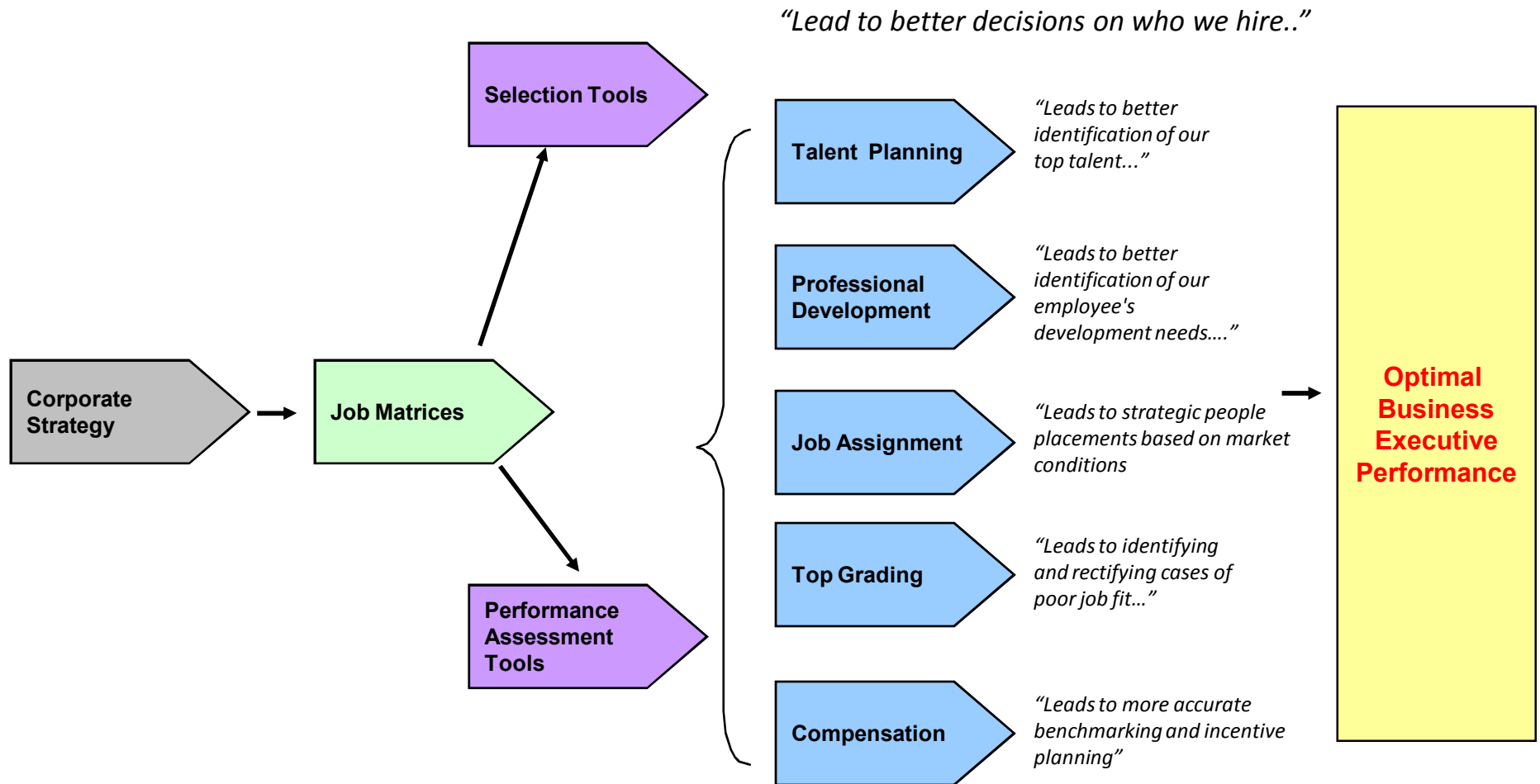
# Talent Management Systems:

Architect & align HR systems to drive strategy & performance



# Job Matrices Solution Framework

## How Leaders Benefit



# Job Matrices Benefits

Level	Associate S1	Intermediate S2	Sr. Manufacturing Technician
Representative Title	Associate Manufacturing Technician	Manufacturing Technician	Sr. Manufacturing Technician
Career Framework Summary	<ul style="list-style-type: none"> <li>Follows well-defined procedures to perform routine tasks</li> <li>Resolves task-related problems in straightforward situations</li> </ul>	<ul style="list-style-type: none"> <li>Follows well-defined procedures to perform job</li> <li>Selects appropriate alternatives from defined options</li> <li>Builds internal relationships coordinating information flow</li> </ul>	<ul style="list-style-type: none"> <li>Determines method through application of technical/administrative knowledge</li> <li>Identifies and solves defined procedures</li> <li>Coordinates information across teams</li> </ul>
Scope of Position	<ul style="list-style-type: none"> <li>Completes routine and/or standardized tasks; emphasis is on simple or repeatable processes</li> <li>Follows SOPs to perform simple, repetitive tasks</li> <li>Escalates all errors or deviations to Lead/Supervisor</li> <li>Interacts with team</li> </ul>	<ul style="list-style-type: none"> <li>Completes moderately complex tasks through application of technical and procedural knowledge</li> <li>Works on routine assignments</li> <li>Follow SOPs to perform moderately complex tasks (sometimes technical in nature)</li> <li>Uses experience and logic to solve routine to moderately complex problems within process guidelines</li> <li>Requires ability to adjust to changes in work volume</li> <li>May operate lab equipment</li> <li>May cross train with other teams</li> </ul>	<ul style="list-style-type: none"> <li>Completes a variety of tasks through application of procedural knowledge</li> <li>Works independently on assignments by team procedures</li> <li>Follow SOPs to perform (sometimes technical) tasks</li> <li>Uses experience and moderate to complex process guidelines to make decisions</li> <li>Works independently on assignments by team procedures</li> <li>May operate lab equipment</li> <li>Cross trains team members/coach/mentor junior team members</li> <li>May backup/support team</li> </ul>
Independence/ Guidance Required	<ul style="list-style-type: none"> <li>Closely supervised; receives guidance on all assignments</li> <li>Follows existing procedures; little independence</li> <li>Escalates problems to Lead/Supervisor</li> </ul>	<ul style="list-style-type: none"> <li>Receives guidance for new assignments and general instruction on new assignments</li> <li>Performs routine assignments independently</li> <li>Takes direction from Lead</li> <li>Escalates problems to Lead/Supervisor</li> <li>Follows existing procedures with some independence on basic decision making within guidelines</li> <li>May provide on-the-job training to new team members</li> </ul>	<ul style="list-style-type: none"> <li>Receives general guidance on assignments; may be assigned to perform procedures on new assignments</li> <li>Uses standard process methods and procedures on assignments</li> <li>Takes direction from Lead</li> <li>Escalates problems to Lead/Supervisor</li> <li>Follows existing procedures with independence in team guidelines</li> <li>May function in lead role</li> </ul>

- ✓ **Reduce operational risk** (put people in right jobs)
- ✓ **Retain and recruit exceptional talent** to drive growth
- ✓ **Inform organization design**, span of control, and acquisitions
- ✓ **Clarify roles and responsibilities** for key jobs and families
- ✓ **Create uniformity** of job titles, differentiation by level
- ✓ Provide **career path** for use in development planning

# Career Framework

*(Illustrative)*

*Develop Job Matrices for each role in the Career Framework, showing progression of jobs from level to level.*

## Support Roles

	S2 Intermediate	S3 Senior
<i>Product Configuration</i>	Product Data Steward (OCST266)	Sr. Product Data Steward (OCST267)

## Knowledge Leader Roles

	KL4 Associate	KL5 Sr. Associate	KL6 Career	KL7 Senior	KL8 Consultant
<i>Product Configuration</i>	Associate Product Configuration Analyst (OCKL268)	Sr. Associate Product Configuration Analyst (OCKL269)	Associate Product Configuration Project Manager (OCKL270)	Product Configuration Project Manager (OCKL271)	Consultant, Product Configuration (OCKL272)

## People Leader Roles

	PL6 Supervisor	PL7 Manager	PL8 Sr. Manager	PL9 Leader
<i>Product Configuration</i>	Supervisor, Product Configuration (OCPL273)	Manager, Product Configuration (OCPL274)	Product Configuration (OCPL275)	Leader, Product Configuration (OCPL276)

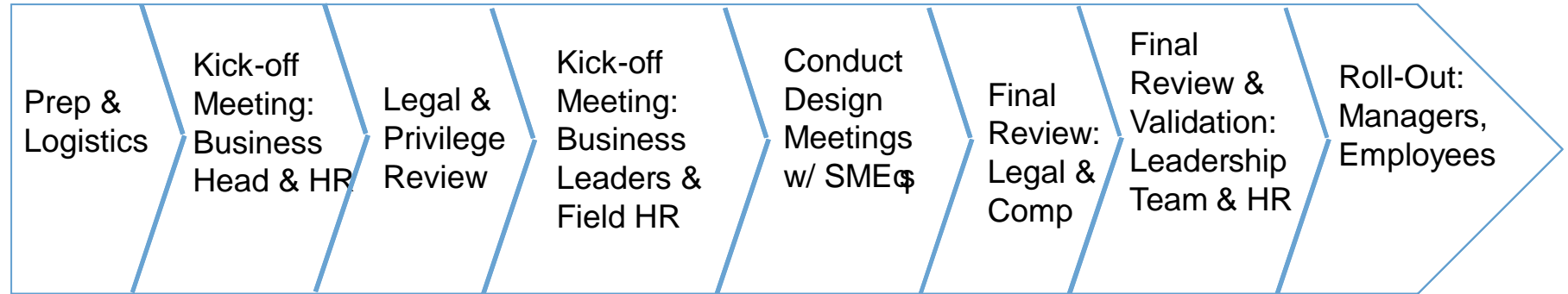
# Job Family Matrix Template

(Illustrative)

Level	Associate KL 4	Senior Associate KL 5
Representative Title		
Career Framework Summary -Knowledge -Impact -Interactions	<ul style="list-style-type: none"> <li>Completes standard tasks by applying basic principles and through research and interpretation of factual information</li> <li>Impacts through accuracy of tasks and information provided</li> <li>Contributes to team and builds stable internal and external working relationships</li> </ul>	<ul style="list-style-type: none"> <li>Completes a variety of on-going assignments and projects through analysis of quantitative information</li> <li>Impacts through quality of own work</li> <li>Represents teams and builds productive relationships</li> </ul>
Scope of Position -Direction	<ul style="list-style-type: none"> <li>Works on problems of limited scope</li> <li>Uses discretion to complete tasks</li> </ul> <p><u>Examples:</u></p> <ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>Works on problems of moderate scope</li> <li>Applies professional judgment to resolve a variety of moderately complex problems</li> </ul> <p><u>Examples:</u></p> <ul style="list-style-type: none"> <li></li> </ul>
Independence/ Guidance Required	<ul style="list-style-type: none"> <li>Works under general direction</li> <li>Guided by project goals and objectives, ongoing assignments and standardized process guidelines</li> </ul> <p><u>Examples:</u></p> <ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>Guided by functional goals and objectives</li> </ul> <p><u>Examples:</u></p> <ul style="list-style-type: none"> <li></li> </ul>
Knowledge	<ul style="list-style-type: none"> <li><u>Comprehensive knowledge of:</u></li> <li><u>Proficiency in:</u></li> <li></li> </ul>	<ul style="list-style-type: none"> <li><u>Expert knowledge of:</u></li> <li><u>Comprehensive knowledge of:</u></li> <li><u>Proficiency in:</u></li> <li></li> </ul>
Representative Responsibilities	1.	1.
Minimum Qualifications	Required education and experience or equivalent	Required education and experience or equivalent
Education		
Experience		
Certifications		
Essential Functions		

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## Job Matrices Approach



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## Summary: Job Matrices

- **Mitigates organizational risks that typically accompany change**
- **Delivers superior project ROI**
- **Helps projects and end-users by:**
  - ✓ Understanding how the work will change
  - ✓ Identifying who will be impacted, and how
  - ✓ Understanding the organizational challenges to gaining necessary stakeholder commitment and developing an approach to meet these needs
  - ✓ Leading individuals and organizations through the transition to productive adoption