



Job Level Matrix -- Staff Professionals/Individual Contributors

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Factors	Professional I (Entry)	Professional II	Professional III	Senior Professional	Consultant
Scope					
	Assigned tasks or phases of small projects, processes or programs. Impact of work is limited to team and phase of project.	May be assigned to small projects or to phase(s) of larger project(s).	May take on several components of a project or a complex component of a project. Work impacts quality and timeliness of project.	Work is critical to project/program success. Responsibility on complex components or complex projects may impact larger organization. May provide direction for project team. May prepare detailed work plans. Participates in defining scope of program.	May participate in the development of bus strategies and in the identification and development of bus opportunities. Develops and implements plans to meet strategic objectives within critical functional or program area or recommends plan for company-wide implementation. Integrates work with various organizational units and/or multiple resources. Recommends resource needs.
Complexity					
	Solves routine problems using well-documented methods and techniques. Problems are limited where solutions can be readily obtained.	Exercises judgment within well-defined procedures to solve moderately complex problems with a limited number of variables.	Works beyond the routine utilizing specialized knowledge and analysis of multiple variables.	Demonstrates creativity and takes initiative in problem solving. Resolves or facilitates resolution of complex problems for assigned program.	Initiates methods and approaches to meet defined business objectives. Resolves subtle complexities that often have significant implications for program's overall success.



Job Level Matrix -- Staff Professionals/Individual Contributors

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Factors	Professional I (Entry)	Professional II	Professional III	Senior Professional	Consultant
Technical/ Subject Matter Knowledge					
	Learning and beginning to apply specialized knowledge of a discipline. Applies knowledge at a basic level relying heavily on senior staff for troubleshooting.	Work requires a good understanding of the theoretical and applied basis for a discipline.	Work requires in-depth knowledge of one or basic knowledge of several disciplines. Applies principles, concepts and techniques of a discipline. May provide direction to more junior staff.	Uses knowledge of discipline and business needs to recommend appropriate action. Has an in-depth understanding of a discipline and of the interactions between various disciplines and/or functions.	Serves as lead expert in a complex subject. Recognized in and outside of the organization as a significant resource in subject area.
Supervision					
	Works under direct supervision with specific instruction.	Works under general supervision with few direct instructions.	Works under broad supervision on priorities and short-term goals.	Works under minimal supervision.	Works under general business objectives.
Experience Level					
	BA/BS degree with little or no professional experience beyond college.	Typically requires BA/BS or equivalent and 2-4 years of related experience.	Typically requires BA/BS or equivalent and 4-7 years of related and progressively more responsible experience.	Typically requires BA/BS or equivalent and 7+ years of related and progressively more responsible experience.	Typically requires BS/MS or equivalent and 7-10 years of related and progressively more responsible experience in subject area.



Job Level Matrix – Software Engineering

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Factors	Engineer I	Engineer II	Senior Engineer	Principal Engineer	Architect
Scope					
	May be assigned to a small project or to phase(s) of larger project.	May be assigned to small projects or to phase(s) of larger project(s).	May work on several components of a project or a complex component of a project. Work is significant to project's success. May contribute to project planning.	Participates in strategic and technical planning. Helps formulate technical plans for building and integrating products. Work typically spans the scope of a complex project. May provide input to technical issues on multiple projects.	Plays an active role (leadership role) in creating a vision for the use of technology in fulfilling the company's mission. Develops high-level architectural plans.
Complexity					
	Solves routine problems using well-documented methods and techniques. Problems are limited where solutions can be readily obtained.	Exercises judgment within well-defined procedures to solve moderately complex problems with a limited number of variables.	Works beyond the routine utilizing specialized knowledge. Demonstrates creativity and takes initiative in solving complex problems. Solutions have implications for other areas of the project due to the intricacies involved. Seeks input from architect or project lead as issues warrant.	Solves highly complex issues often by applying new approaches.	Researches the application of advances in technology.
Technical/ Subject Matter Knowledge					
	Learning and beginning to apply specialized knowledge of a technology/discipline. Applies knowledge at a basic level relying heavily on senior staff for troubleshooting.	Work requires a good understanding of the theoretical and applied basis for one technology. Has developed experience in solution creation with increased business acumen.	Work requires detailed knowledge of one technology and a broader general understanding of several technologies/domains. Applies principles, concepts and techniques of technology/discipline. May provide mentoring to more junior staff.	Applies an in-depth knowledge of one or two technologies and an understanding of multiple domains (i.e., user interfaces, database, operating systems, networking, etc.) at a level sufficient to maximize their application in achieving goals. Typically provides technical guidance to others. Recognized as a technical expert in area of specialty.	Recognized as technical leader. Regarded in their field through articles, talks, etc.



Job Family Matrix – Software Engineering

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Factors	Engineer I	Engineer II	Senior Engineer	Principal Engineer	Architect
Relationships					
	Receives daily guidance from Project Lead. Reports to Project Manager.	Receives daily guidance from Project Lead. Reports to Project Manager.	Receives daily guidance from Project Lead. Reports to Project Manager.	May receive general direction from Project Lead if not in that role him/herself. Reports into Project Manager. Works very closely with Project Manager to achieve goals. Works with Architect to help formulate technical plans. Mentors other engineers.	Reports to Director or VP.
Supervision					
	Works under direct supervision with specific instruction.	Works under general supervision with few direct instructions.	Works under broad supervision on priorities and short-term goals.	Works independently. Works toward generally defined objectives.	Works independently under broad company objectives.
Experience Level					
	BS degree in a related technical discipline and little or no professional experience beyond college.	Typically requires BS or equivalent and 1-4 years of related experience or MS with 0-2 years of experience.	Typically requires BS or MS equivalent and 4+ years of related and progressively more responsible experience.	Typically requires BS/MS or equivalent and 8-10 years of related and progressively more responsible experience. Should have significant project leadership experience.	Typically requires MS/PhD or equivalent and 10-15 years of progressively more responsible experience.