

Career Matrix

Level	Descriptor	Leadership/Sphere of Influence	Technical Skills	Conceptual Thinking	Scope/Timeframe
7	Executive Manager (Third Level Manager)	Determines the strategic direction of the company.	Individuals may possess superior technical skills (within a professional discipline), however the focus of the role is not dependent upon technical skill alone.	Visionary	3 years plus timeframe.
6	Senior Manager (Second Level Manager)	High level influencer, providing business/technical leadership and strategic advice, aligning business unit plans and activities with broader company plans.	Synthesising and integrating technical or business knowledge across disciplines. Able to critically review business plans, technical solutions, maybe recognised industry leader in a technical area.	Change agent, innovative thought leadership contributing significantly to the advancement of long-term strategic direction.	Key strategist for LOB. 1-3 years timeframe.
5	Expert or First Level Manager	Providing function direction and achieving results through others, influencing key business unit decisions; Or Leading an organisational unit/department/project.	Recognised subject matter expert/technical authority. May be used as a national resource or consultant widely throughout the organisation.	Identifying and steering opportunities for business improvement.	Accountability for major projects impacting LOB, and/or advising leaders on key business initiatives up to 1 year.
4	Specialist	Providing technical leadership, mentoring and supervising others.	In-depth specialised knowledge of concepts, processes, and activities.	Advanced analytical interpretation and problem-solving.	Coordinating/developing an array of smaller projects as part of a larger business plan or working on one plan in a specialist capacity monthly to six monthly.
3	Experienced/Proficient (Full Career Level)	Minimal supervision, working independently. May provide work direction and delegate tasks.	Demonstrating a thorough understanding of knowledge, concepts, processes and activities.	Applying in-depth professional knowledge and understanding to technical or business problem solving.	Small projects, short-term, weekly to quarterly timeframes. Ongoing regular tasks being performed on a weekly/monthly basis.
2	Transition/Intermediate	Able to work for extended periods under general supervision.	Applying theoretical and practical knowledge to commonly encountered business/technical problems. Learning and development continues.	Applying generally accepted concepts, principals and standards in well-defined areas.	Ongoing regular tasks being performed on a daily/weekly/monthly basis.
1	Entry/Basic Level	Under close/general supervision, limited influence. Monitored task by task.	Intensive acquisition of technical and business knowledge and skills. Application/understanding of practical working knowledge or theoretical concepts.	Solving routine problems within clearly defined situations/parameters.	Task or routine day-to-day activities.