

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.

Career Levels

Overview

Career levels are a job mapping methodology underpinning the survey and may be used to:

- provide an additional source of broader market remuneration data for those positions that CAN be directly matched within the survey.
- provide a source of market remuneration data for those positions that CANNOT be directly matched within the survey.
- establish internal pay and career development structures that are directly linked to dynamic market remuneration forces.

Career levels are not intended to dispel with the use of traditional job descriptions in the survey; they are designed as an additional and complementary tool for pricing jobs in the market place.

Definition

Career levels extend the Job Family concept of the Remuneration Survey and refer to the organisation of positions or occupations into career streams in a hierarchical structure, beginning with an entry level position, moving through to a “guru” or expert level and ending with executive managers. This type of arrangement may have as few as four steps or as many as six or seven.

Unlike traditional Broadbands, which relate pay levels both within and across job families, career levels do not imply a pay relationship outside the immediate career stream. For example, a Sales position at an intermediate career level will not be paid the same as a Customer Support position or Human Resources position at the corresponding intermediate level. Additionally, career levels should not be confused with pay levels or grades which result from a job evaluation process.

The arrangement of related positions into a job family is a well-established concept in remuneration management. Many organisations follow the practice of ordering positions into various career streams or job families as a way of describing to employees how their careers will be managed with the acquisition of skill, experience or accreditation.

As an adjunct to the traditional job matching process, which uses position descriptions, the career level structure can be applied to any given generic occupation.

The levels are as follows:

Non management positions		
Level 1	Basic	The entry level position with few pre-requisites.
Level 2	Intermediate	A transition role where learning and acquisition of practical skills continues.
Level 3	Proficient	This is the “full” career position.
Level 4	Specialist	A senior role that requires specialised abilities. Progression to this level may not be available to all.
Level 5	Expert	Reserved for those with skills and abilities of a high order. Will typically be recognised throughout their company as “the final word” in a specialised area and may be used as a national resource.

When viewed from an individual company perspective, using the **Engineering** stream as an example, this structure may appear as:

Level	1	Trainee Engineer
Level	2	Associate Engineer
Level	3	Engineer
Level	4	Senior Engineer
Level	5	Principal Engineer

In addition to Career Levels describing roles for Non Management positions, we have defined three levels of Management.

Management		
Level 5	First Level Manager	This level overlaps with the highest level defined for individual contributors and may represent a dual career ladder.
Level 6	Second Level (or Senior) Manager	Provides business/technical leadership and strategic advice.
Level 7	Third Level (or Executive) Manager	The most senior executive manager, determining strategic direction for the organisation.

Please note: Chief Executive Officers are not included in the career level analysis. In some cases, organisations may define additional steps in their own career streams and therefore a career level, as described in the survey, may cover a number of positions.

Please note: Situations may arise where data for a lower career level in the hierarchy exceeds that of a more senior level indicating that even within a job family there may be multiple career streams resulting in pay differentials. For example, Career Level 4 ‘Specialists’ may attract higher rates of pay than managers in Career Level 5 due to the nature of the role.

In such situations caution should be exercised when using the data. Hewitt CSi recommends referring to specific roles within the survey where possible.