Job Levelling (Management Bands 2-4)

Management Bands (2 – 4)				
	2A / 2B M1: Supervisor	**3A / 3B M2: Manager**	**4A M3: Director**	**4B M4: Director**
General Profile	● Supervises the daily activities of support or production team members ● Sets priorities for the team to ensure task completion; coordinates work activities with other supervisors ● Problem solving is guided by policies and procedures; receives guidance and oversight from manager ● Does not typically perform the work supervised	● Manages professional employees and/or supervisors ● Has accountability for the performance and results of a team within own area of specialty ● Adapts departmental plans and priorities to address resource and operational challenges ● Decisions and problem solving are guided by policies, procedures and department plan; receives guidance from manager ● Provides technical guidance to employees, colleagues and/or customers	● Provides leadership to managers and professional staff ● Is accountable for the performance and results of multiple related teams ● Develops departmental plans, including business, production and/or organizational priorities ● Decisions are guided by resource availability and organizational objectives	● Provides leadership and direction through managers ● Is accountable for the performance and results of a division or region ● Executes business plans and contributes to the development of functional strategy ● Decisions are guided by functional or major operational segment strategy and priorities
Business Acumen	Applies operational business practices and coordinates with other closely related areas to improve efficiency	Applies understanding of the business and how own area integrates with others to achieve departmental objectives	Applies knowledge of key business drivers and the factors that maximize department performance	Applies broad industry knowledge and commercial awareness to drive financial performance
Leadership	Has formal supervisory responsibilities; coordinates resources and sets daily priorities to meet operational objectives	Manages one or more generally homogeneous teams; adapts department plans and priorities to meet short-term service and/or operational objectives	Manages multiple related teams, sets departmental priorities and allocates resources to align with business objectives and annual plan	Leads through subordinate managers; contributes to the development of functional/operational long-term strategy and develops annual business plans to ensure alignment
Problem Solving	Uses judgment to identify, troubleshoot and resolve day-to-day technical and operational problems	Identifies and solves technical and operational problems; understands and recognizes broader impact across the department	Identifies and solves complex, operational and organizational problems leveraging the appropriate resources within or outside the department	Directs the resolution of highly complex or unusual business problems applying advanced critical thinking
Impact	Guided by policies and procedures, impacts the quality, efficiency and effectiveness of own team and its contribution to the department	Guided by policies and departmental plan, impacts the team's ability to achieve service, quality and timeliness of objectives	Guided by organization functional business plans, impacts the department results by supporting and funding of projects, products, services and/or technologies	Guided by organization functional strategy, has broad impact on the functional, divisional or regional results
Interpersonal Skills	Explains information, conveys performance expectations and handles sensitive issues	Guides and influences others either internally or externally to adopt a different point of view	Persuades managers and leaders to take action and/or negotiates with external partners/vendors/customers	Negotiates with senior leaders across the business
***Scoping Criteria**	Examples ● Corporate-wide vs. Single function ● Number of Employees ● Geographic Reach			

EVERSOURCE

Job Levelling (Ind. Contributor Bands 1-2)

Individual Contributor Bands (1 – 2)				
	1A **P1 : Entry**	**1B** **P2 : Intermed**	**1C** **P3: Career / Senior**	**2A** **P4 : Specialist – with Exception**
General Profile	● Requires conceptual knowledge of theories, practices, and procedures within a job discipline ● Performs routine assignments using existing procedures ● Receives instruction, guidance and direction from more senior level roles ● Entry level to a professional career progression	● Requires working knowledge and experience in own job discipline and broadens capabilities ● Continues to build knowledge of the company, processes and customers ● Performs a range of assignments related to job discipline (or something like that) ● Uses prescribed guidelines or policies in analysing situations ● Receives a moderate level of guidance and direction	● Requires in-depth conceptual and practical knowledge in own job discipline and basic knowledge of related job disciplines ● Solves complex problems ● Works independently, receives minimal guidance ● May lead projects or project steps within a broader project or may have accountability for on-going activities or objectives ● Acts as a resource for colleagues with less experience ● Level at which career may stabilize for many years or until retirement	● Requires specialized depth and/or breadth of expertise in own job discipline or field ● Leads others to solve complex problems ● Works independently, with guidance in only the most complex situations ● May lead functional teams or projects
Job Functional Knowledge	Requires conceptual knowledge of theories, practices and procedures within a job discipline	Requires expanded conceptual knowledge in own job discipline and broadens capabilities	Requires in-depth conceptual and practical knowledge in own job discipline and basic knowledge of related job disciplines	Requires specialized depth and/or breadth of expertise in own job discipline or field
Business Expertise	Applies general knowledge of business developed through education or past experience	Understands key business drivers; uses this understanding to accomplish own work	Has knowledge of best practices and how own area integrates with others; is aware of the competition and the factors that differentiate them in the market	Interprets internal/external business challenges and recommends best practices to improve products, processes or services
Leadership	Accountable for own contributions	Provides informal guidance to new team members	Acts as a resource for colleagues with less experience; may lead small projects with manageable risks and resource requirements	May lead functional teams or projects with moderate resource requirements, risk, and/or complexity
Problem Solving	Uses existing procedures to solve standard problems; analyzes information and standard practices to make judgments	Solves problems in straightforward situations; analyzes possible solutions using technical experience and judgment and precedents	Solves complex problems; takes a new perspective on existing solutions; exercises judgment based on the analysis of multiple sources of information	Leads others to solve complex problems; uses sophisticated analytical thought to exercise judgement and identify innovative solutions
Impact	Has limited impact on own work team; works within standardized procedures and practices to achieve objectives and meet deadlines	Impacts quality of own work and the work of others on the team; works within guidelines and policies	Impacts a range of customer, operational, project or service activities within own team and other related teams; works within broad guidelines and policies	Impacts the achievement of customer, operational, project or service objectives; work is guided by functional policies
Interpersonal Skills	Exchanges straightforward information, asks questions and checks for understanding	Explains complex information to others in straightforward situations	Explains difficult or sensitive information; works to build consensus	Communicates difficult concepts and negotiates with others to adopt a different point of view

Job Levelling (Non-Exempt Bands)

Non-Exempt Bands **Technical and Business Support**		
General Profile	● Requires working knowledge and skills to perform a defined set of analytical, operational, or business support processes ● Applies experience and skills to complete assigned work within own area of expertise ● Identifies the problems and all relevant issues in straightforward situations, assesses each using standard procedures, and makes sound decisions ● Works within established standard operating procedures with a moderate degree of supervision	
Job Functional Knowledge	● Requires established skills to perform a defined array of activities	
Business Expertise	● Understands how the assigned duties relate to others in the team and how the team integrates with other related teams	
Leadership	● Has no supervisory responsibilities; manages own workload ● Senior positions may act as a team lead, providing subject matter expertise	
Problem Solving	● Recognizes and solves typical problems that can occur in own work area without supervisory approval ● Evaluates and selects solutions from established options	
Impact	● Impacts own team through the quality of the services or information provided ● Follows standardized procedures and practices and receives regular but moderate supervision and guidance	
Interpersonal Skills	● Uses communication skills to exchange straightforward information	
	Technical	**Business Support**
***Scoping Criteria**	● Roles are largely technical or operational in nature ● Progression ranges from understanding of basic technical skills to full proficiency in a range of technical processes and procedures ● Problem solving typically progresses from addressing clear problems with existing procedures to more complex problems with less precedence ● Market pricing typically drives position within overall band ● More senior technical roles may overlap with entry level professional positions	● Roles are largely analytic or administrative in nature ● Call center roles ● Progression ranges from developing basic skills in own job to advanced skills and expertise in a range of processes, procedures, and systems ● Problem solving typically progresses from limited discretion within existing procedures to gathering and analysing data to identify and solve more complex problems with little or no precedent ● Market pricing typically drives position within overall band