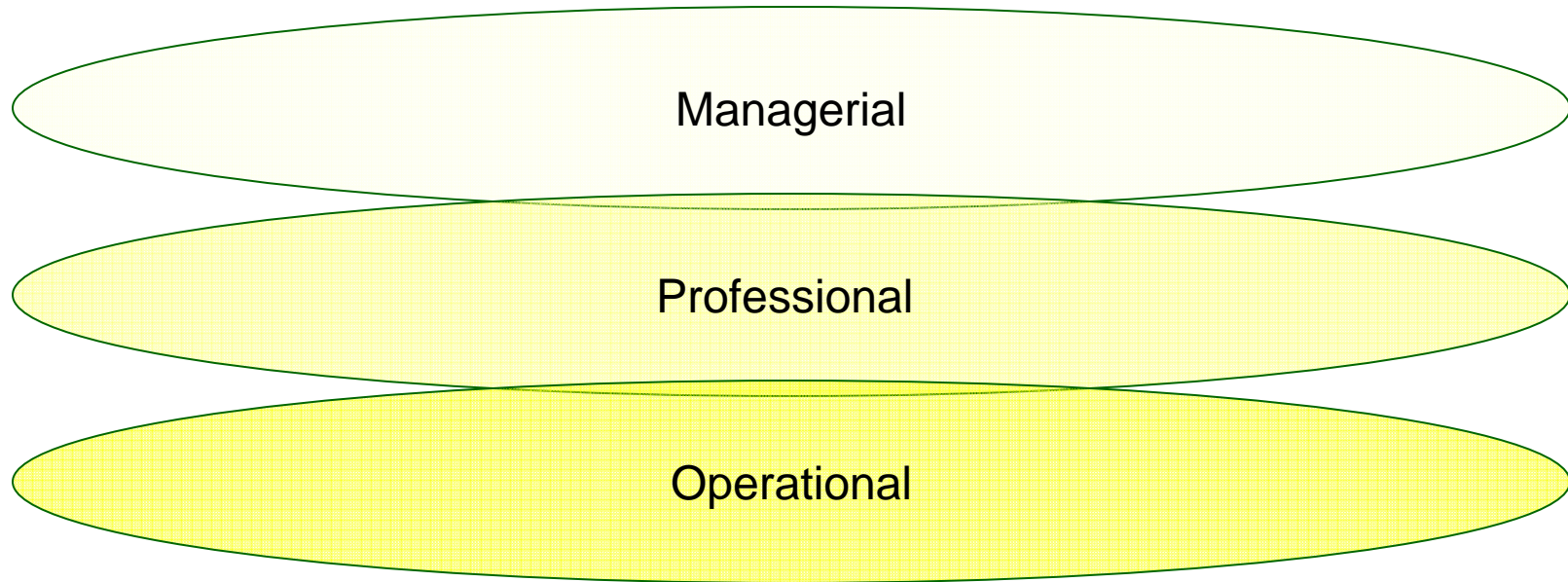


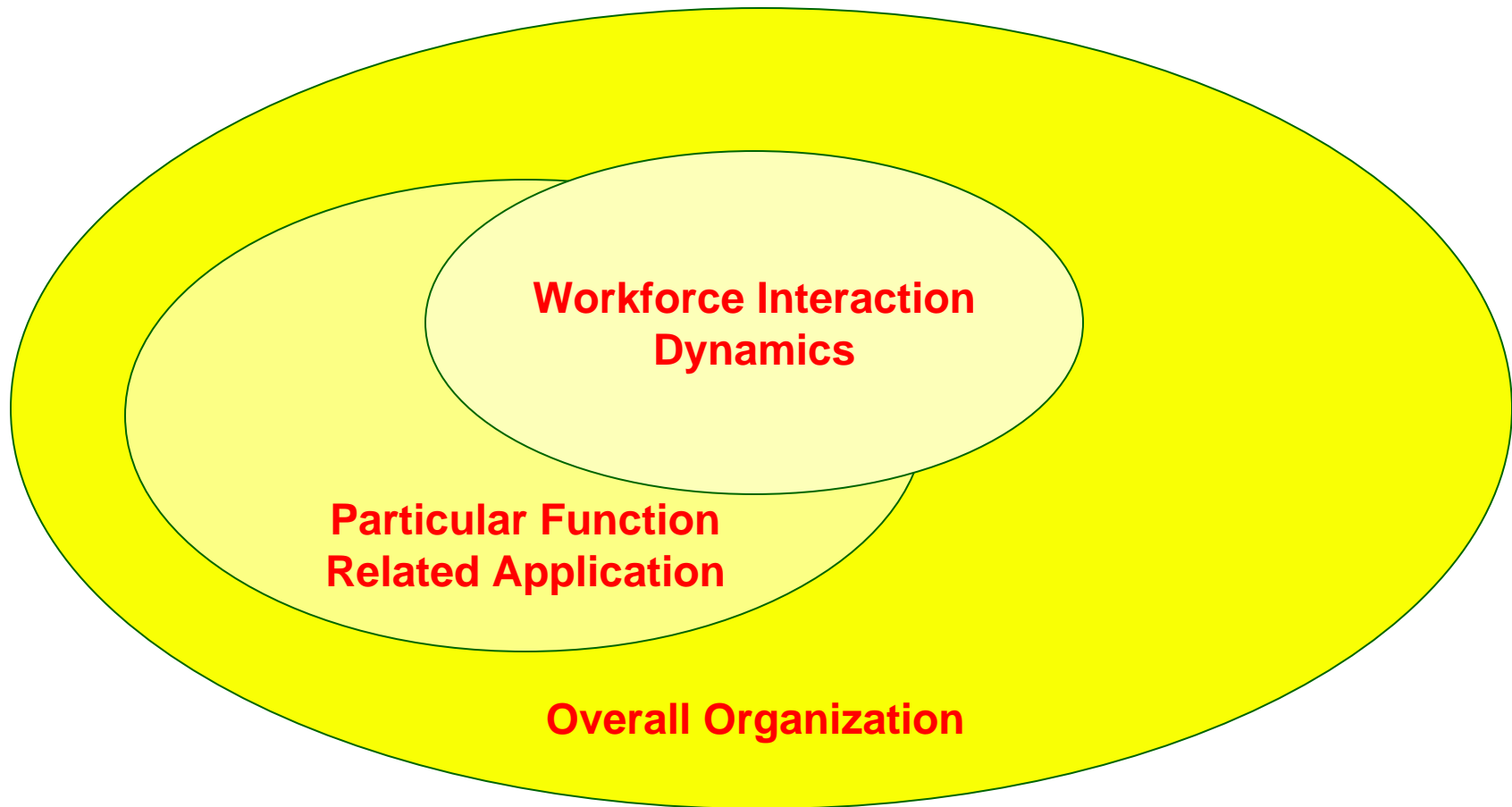
Work Levels



Job Families Architecture

Managerial	<p><u>Management and Team Administration</u></p> <p>Positions in this family drive the various teams/departments and administer their processes, people and assets. E.g.: Managers, supervisors, etc...</p>		
Professional	<p><u>Professional Support to Processes and Information</u></p> <p>Positions in this family support the administration, the communications and information processes of the organization. E.g.: Professionals in Finance, Comptroller, Library, IT.</p>	<p><u>Professional Support to Talent and People Interaction</u></p> <p>Positions in this family perform and act on the processes and initiatives that enhance the individual and collective contributions of people (internally and externally) to the short and long term success of the institution. E.g. HR, Public Relations</p>	<p><u>Professional Support to Facilities and Physical Structures</u></p> <p>Positions in this family advise and support the administration of engineering or architectural projects, facilities, structures, equipment and devices. E.g.: Engineers, Architects, Safety Engineers...</p>
Operational	<p><u>Operational Services of Processes and Information</u></p> <p>Positions in this family operate the control, communications and information processes of the organization. E.g.: Office Assistants, Clerks...</p>		<p><u>Operational Services of Facilities and Physical Structures</u></p> <p>Positions in This family work on constructing, maintaining, repairing, protecting and guarding buildings, roads, grounds, and related facilities; and on manufacturing, modifying and repairing and operating equipment or utilities, including those used in the academic environment. E.g.: Custodial, Protection, Technicians, Craftspeople...</p>

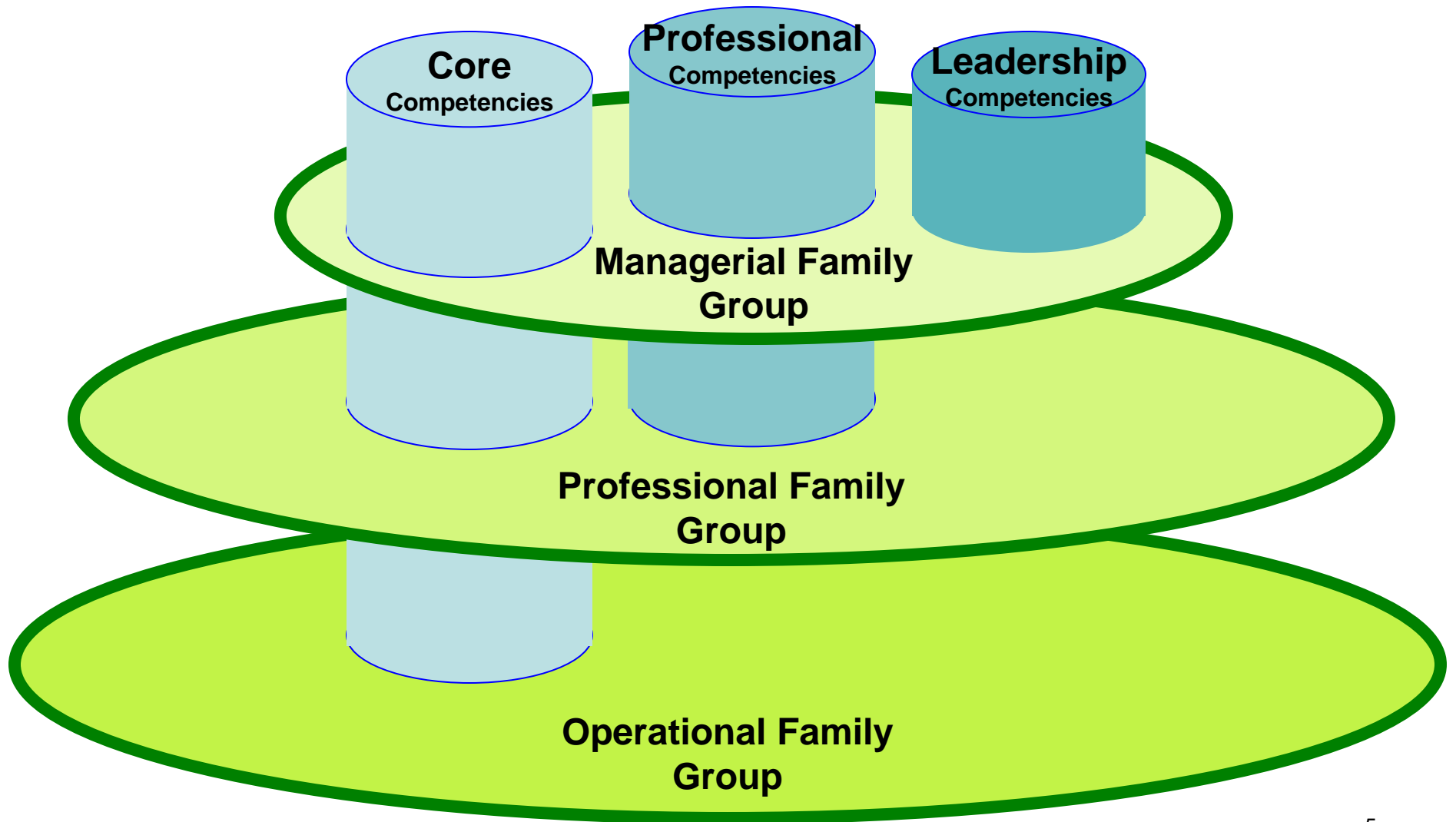
Scope of Influence



Competencies Architecture

<p style="text-align: center;">Workforce Interaction Dynamics</p>	<p style="text-align: center;"><u>Leadership</u></p> <p style="text-align: center;">Competencies in this category describe the additional inner abilities that employees, who have managerial roles, should have in order to succeed in driving their workforce:</p> <p style="text-align: center;"><u>Developing Others, Impact and Influence, Visioning and Alignment, Business Perspective.</u></p>	
<p style="text-align: center;">Particular Function Related Application</p>	<p style="text-align: center;"><u>Professional</u></p> <p style="text-align: center;">Competencies in this category describe the inner abilities that employees should have in order to properly discern and act at the level of their responsibility:</p> <p style="text-align: center;"><u>Decision Making, Problem Solving, Project Management, Results Orientation</u></p>	<p style="text-align: center;"><u>Job Specific</u></p> <p style="text-align: center;">Competencies in this category describe the particular requirements of acquired knowledge and skills that employees should have in order to succeed in their duties</p>
<p style="text-align: center;">Overall Organization</p>	<p style="text-align: center;"><u>Core / Personal</u></p> <p style="text-align: center;">Competencies in this category describe the common requirements that all employees should have in relation to their inner abilities:</p> <p style="text-align: center;"><u>Initiative, Organizational Awareness</u></p>	<p style="text-align: center;"><u>Core / Others</u></p> <p style="text-align: center;">Competencies in this category describe the common requirements that all employees should have in relation to their abilities to interact with others:</p> <p style="text-align: center;"><u>Client Focus, Communication, Teamwork</u></p>

Basic Architecture Dimensions Combined



Mandatory Competencies Levels of Distribution

