

## Emerson Job Description Matrix

	S2	S3	S4
<b>Job Family</b>	Support	Support	Support
<b>Job Level – Grade Level</b>	Entry – Grade 12	Intermediate – Grade 13	Senior – Grade 14
<b>Aon Hewitt Job Characteristic Definitions and Descriptions</b>	<ul style="list-style-type: none"> <li>• Responsible for the delivery of straightforward administrative and/or other basic business services.</li> <li>• Issues tend to be routine in nature.</li> <li>• Good knowledge and understanding of business/operating processes.</li> <li>• Requires knowledge of company/operating process and procedures.</li> <li>• Works to clearly defined procedures.</li> <li>• Works under close supervision.</li> <li>• Entry point to skilled roles.</li> </ul>	<ul style="list-style-type: none"> <li>• Responsible for the delivery of specific delegated tasks to a supervisor.</li> <li>• Completes day-to-day tasks without immediate supervision, but has ready access to advice from more experienced team members.</li> <li>• Task involves a degree of forward planning and anticipation of needs/issues.</li> <li>• Resolves non-routine issues escalated from more junior team members.</li> </ul>	<ul style="list-style-type: none"> <li>• Technical expert with depth and breadth of knowledge within own area.</li> <li>• Provides guidance, coaching, and direction to more junior team members of the team.</li> <li>• Acts independently working under limited supervision.</li> <li>• May be a team/project leader, without people management accountability.</li> </ul>
<b>Aon Hewitt Job Characteristic Definitions and Descriptions</b>			
<b>Knowledge and Application - Refers to the accumulation and depth of knowledge and the expectations of how that knowledge is applied.</b>	<ul style="list-style-type: none"> <li>• Applies knowledge of a body of standardized rules, procedures, operations, etc. within a specialized or technical field.</li> <li>• May include multistep processes which require a fairly detailed knowledge of the specialized area.</li> <li>• Requires extensive on-the-job or previous training and experience.</li> <li>• May require formal occupational training or</li> </ul>	<ul style="list-style-type: none"> <li>• Requires technical know-how and broad understanding of the subject area.</li> <li>• Requires understanding of many different and unrelated processes and methods.</li> <li>• Includes the assessment of unusual circumstances, variations in approach, and incomplete or conflicting data.</li> <li>• May require vocational qualifications and role</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge of standardized rules, procedures, and operations, within a specialized field/work area.</li> <li>• In-depth experience in a technical field.</li> <li>• Selectively extracts, verifies and compiles objective and measurable data.</li> <li>• In some instances, may modify existing processes, methods and approaches.</li> </ul>

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	<p>certification.</p> <ul style="list-style-type: none"> <li>Operative/Technician roles will typically use/operate more complex machinery/processes.</li> </ul>	holder may be working toward a professional qualification.	<ul style="list-style-type: none"> <li>May be working toward a professional qualification.</li> </ul>
<p><b>Problem Solving - Refers to the difficulty of the problems to be solved, the degree to which judgment and analysis must be exercised in assessing problems and evaluating alternative solutions, and the extent to which assistance is available.</b></p>	<ul style="list-style-type: none"> <li>Problems are known, defined, and readily apparent.</li> <li>Issues may occasionally require some fact finding to solve.</li> <li>Non-routine issues are typically escalated to a more senior team member or supervisor.</li> <li>Selects best option from a set of defined procedures/solutions using common sense and experience of similar situations.</li> <li>Refers to procedures, technical aids, co-workers, and supervisors.</li> </ul>	<ul style="list-style-type: none"> <li>Encounters problems which are varied but similar.</li> <li>Requires some fact finding in order to fully understand the issue and consider the most appropriate response.</li> <li>Responses will be drawn from pre-established solutions from which the role holder will need to select the most appropriate.</li> <li>Guided by defined and documented process although may occasionally be expected to adapt solutions for specific situations.</li> </ul>	<ul style="list-style-type: none"> <li>Encounters problems which are varied and non-routine.</li> <li>Requires basic problem-solving techniques to clearly define problems.</li> <li>Identifies the most appropriate option/solution to adjust or improve existing approaches.</li> <li>Solutions often leverage and improve on existing processes, procedures, and/or tools.</li> <li>Requires objective view of difficult work problems, obtaining cooperation or approval. Requires considerable resourcefulness.</li> </ul>
<p><b>Interaction - Measures the interpersonal and communications skills required and the scope of diversity that may exist to account for the growing importance of working and managing in a multi-dimensional, cross-cultural environment.</b></p>	<ul style="list-style-type: none"> <li>Interacts with a range of individuals both within and outside immediate team to convey basic information.</li> <li>Requires basic written and verbal skills to respond to enquiries usually in a standard format and required to manage interaction in person or remotely (telephone, email).</li> <li>Interaction is of a day-to-day nature, requiring a professional manner, customer services skills, common courtesy, and tact</li> </ul>	<ul style="list-style-type: none"> <li>Conveys and exchanges basic technical or factual information with colleagues/clients/customers.</li> <li>May require the initiation of contacts and resolve and discuss mutual problems or collaboration on procedures or transactions.</li> <li>Audience is typically knowledgeable about the subject matter.</li> <li>Written responses are presented in a variety of formats.</li> <li>Requires awareness of cultural differences and</li> </ul>	<ul style="list-style-type: none"> <li>Exchanges standard technical or non-technical information with colleagues and immediate superiors and/or customers.</li> <li>May be required to interpret or clarify technical information to aid understanding.</li> <li>Interprets or explains data or information to deliver messages.</li> <li>Audience may not be knowledge about the subject matter.</li> <li>Requires awareness of cultural differences and adapts style accordingly.</li> </ul>

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<p><b>Impact - Measures the potential impact on business objectives as well as the sphere of influence and the time-horizon of personal impact to accommodate the global and organizational governance structure.</b></p>	<ul style="list-style-type: none"> <li>• Supports the achievement of goals through personal effort in own work area.</li> <li>• Impact will be limited, typically to the immediate team, although wider impact is likely in customer facing roles.</li> <li>• Require to achieve daily and weekly tasks under general supervision with work regularly checked.</li> </ul>	<p style="text-align: center;">adapts style accordingly.</p> <ul style="list-style-type: none"> <li>• Impact varies between immediate and short-term (less than one year).</li> <li>• Activities limited to weekly/monthly planning.</li> <li>• Scope of impact will be at the department or team level.</li> <li>• Results impact the immediate work area, although in customer facing roles may impact the department.</li> </ul>	<ul style="list-style-type: none"> <li>• Impact is short-term (typically limited to one year).</li> <li>• Activities are limited to monthly/quarterly planning.</li> <li>• Supports the achievement of goals through personal effort in own work area.</li> <li>• Scope of impact will be at the department and/or team level.</li> <li>• May also impact on related activities outside of own work team and/or department.</li> </ul>
<p><b>Accountability- Measures the nature of accountability through the directness of the impact and the breadth and scope of financial impact.</b></p>	<ul style="list-style-type: none"> <li>• Accountable for delivery of own work activities to agreed timescales and quality.</li> <li>• Performance measured against predefined service level requirements or equivalent metric.</li> <li>• Aware of costs and/or service level requirements and expectations.</li> </ul>	<ul style="list-style-type: none"> <li>• Accountable for quality and timeliness of own deliverables.</li> <li>• May be responsible for up-skilling new starters.</li> <li>• Financial accountability will be confined to awareness and management of cost in relation to own work.</li> <li>• Performance measured against predefined annual objectives.</li> </ul>	<ul style="list-style-type: none"> <li>• Accountable for the on-time delivery of own work and that of others.</li> <li>• May be responsible for coaching/mentoring more junior employees; but has no direct supervisory responsibility.</li> <li>• Responsible for the quality review of deliverables by more junior employees.</li> <li>• Financial accountability will be confined to proactive management of costs within the project/team.</li> <li>• Performance measured against predefined annual objectives.</li> </ul>

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Emerson Job Characteristics			
<p><b>Credentials and Experience - Refers to the academic and work experience necessary to perform this job and the desired or preferred credentials associated with performance of this job.</b></p>	<ul style="list-style-type: none"> <li>A high school diploma and 2 to 3 years of experience is required.</li> </ul>	<ul style="list-style-type: none"> <li>A high school diploma and 3-5 years of experience required. A bachelor's degree or equivalent experience preferred.</li> </ul>	<ul style="list-style-type: none"> <li>A bachelor's degree or equivalent experience is preferred. Expected credentials include an additional 0-2 years of experience related to the career discipline.</li> </ul>
<p><b>Working conditions - Refers to whether there are physical or environmental challenges or hazards associated with performing the duties of the job.</b></p>	<ul style="list-style-type: none"> <li>In operational and/or production roles, physical work demands may include the ability to stand for extended periods of time, to do moderate lifting, and to handle moderate environmental conditions (outdoor work, cleaning materials, etc.). In arts production roles, physical demands or hazards may include movement of heavy objects or equipment such as rigging, lighting and sets and working at various stage elevations.</li> </ul>	<ul style="list-style-type: none"> <li>In operational and/or production roles, physical work demands may include the ability to stand for extended periods of time, to do moderate lifting, and to handle moderate environmental conditions (outdoor work, cleaning materials, etc.). In arts production roles, physical demands or hazards may include movement of heavy objects or equipment such as rigging, lighting and sets and working at various stage elevations.</li> </ul>	<ul style="list-style-type: none"> <li>In operational and/or production related roles, physical work demands may include the ability to stand for extended periods of time, to do moderate lifting, and to handle moderate environmental conditions (outdoor work, cleaning materials, etc.). In arts production roles, physical demands or hazards may include movement of heavy objects or equipment such as rigging, lighting and sets and working at various stage elevations.</li> </ul>

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	C1	C2	C3
<b>Job Family</b>	Individual Contributor	Individual Contributor	Individual Contributor
<b>Job Level – Grade Level</b>	Entry – Grade 14	Intermediate – Grade 15	Career – Grade 16
<b>Aon Hewitt Job Characteristic Definitions and Descriptions</b>	<ul style="list-style-type: none"> <li>• Entry professional role, contributing in a support capacity.</li> <li>• Work subject to frequent review by more experienced professionals.</li> <li>• Responsible for output (documents, analyses product) in specific work area to appropriate time and quality targets.</li> <li>• Expected to work under own initiative, prioritize own work and meet agreed timescales.</li> <li>• Typically is a graduate, although may have progressed into the role via equivalent business experience.</li> <li>• Entry professional role, contributing in a support capacity.</li> </ul>	<ul style="list-style-type: none"> <li>• Intermediate professional role, responsible for delivery of professional activities.</li> <li>• Applies standard techniques and procedures to routine instructions, but requiring professional knowledge in specialist areas.</li> <li>• Focuses on providing standard professional advice and creating initial reports/analysis for review by experienced team professionals.</li> <li>• Prepares work for approval by senior colleagues.</li> </ul>	<ul style="list-style-type: none"> <li>• Career level (fully competent) experienced professional able to carry out a full range of professional duties.</li> <li>• Works independently with guidance on more complex issues.</li> <li>• Provides professional know-how to enhance the knowledge and skill base of the organization.</li> <li>• Uses advanced analytical, technical and problem solving skills to adapt policies and programs and develop models to support smaller projects.</li> <li>• Focuses on providing analyses and applying results to improve business operations.</li> </ul>

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Aon Hewitt Job Characteristic Definitions and Descriptions			
<p><b>Knowledge and Application - Refers to the accumulation and depth of knowledge and the expectations of how that knowledge is applied.</b></p>	<ul style="list-style-type: none"> <li>• Good knowledge of single specialist area achieved through prior study or previous experience.</li> <li>• Applies knowledge of the principles and practices in a recognized professional field requiring extensive academic preparation.</li> <li>• Applies knowledge of standardized rules, procedures and operations within own area.</li> <li>• Determines a course of action based on guidelines.</li> </ul>	<ul style="list-style-type: none"> <li>• Understands and applies the principles and practices in a recognized professional field requiring extensive academic preparation.</li> <li>• Likely to be newly professionally qualified in a specific field, or will have extensive experience in complex technical area.</li> <li>• Determines a course of action based on guidelines and modifies processes and methods as required.</li> <li>• Generally requires knowledge of company policies, practices and procedures.</li> </ul>	<ul style="list-style-type: none"> <li>• Discipline expert, typically with a number of years post qualification experience or equivalent business experience.</li> <li>• Integrates and communicates fairly complex information within the specialization or recognized body of formal language.</li> <li>• Knowledge of principles and practices within a professional discipline.</li> <li>• Assess unusual circumstances, suggests variations in approaches, and incomplete or conflicting data.</li> </ul>
<p><b>Problem Solving - Refers to the difficulty of the problems to be solved, the degree to which judgment and analysis must be exercised in assessing problems and evaluating alternative solutions, and the extent to which assistance is available.</b></p>	<ul style="list-style-type: none"> <li>• Encounters fairly similar problems which require some fact finding, clarification, and basic analysis.</li> <li>• Most solutions will be found within normal operating processes and policies.</li> <li>• Selects the best solution based on a set of defined procedures or precedence.</li> <li>• Occasionally, requires basic problem solving techniques to define problems and use previous experience to identify.</li> </ul>	<ul style="list-style-type: none"> <li>• Resolves issues which are often varied and non-routine.</li> <li>• Uses previous experience to identify most appropriate option or improve existing approaches.</li> <li>• Problem likely to require clarification.</li> <li>• Undertakes analysis and investigation to solve differing but related problems.</li> <li>• Work is performed under general guidance and direction.</li> <li>• May require the initiation of contacts to resolve and discuss mutual problems or collaboration on procedures and</li> </ul>	<ul style="list-style-type: none"> <li>• Resolve issues that are differing, but related.</li> <li>• Issues require sophisticated analytical or problem solving techniques to identify cause.</li> <li>• Devises solutions based on limited information and uses past experience or precedent to identify solutions or to adapt existing approaches to resolve issues.</li> <li>• Uses evaluation, judgment, and interpretation to select right course of action; which may impact the longer term</li> <li>• Anticipates future issues.</li> <li>• Work is done independently, but is</li> </ul>

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		transactions.	reviewed at critical points.
<b>Interaction - Measures the interpersonal and communications skills required and the scope of diversity that may exist to account for the growing importance of working and managing in a multi-dimensional, cross-cultural environment.</b>	<ul style="list-style-type: none"> <li>Engages standard/basic technical or nontechnical information with colleagues and immediate superiors and/or customers.</li> <li>May be required to interpret or clarify technical information to aid understanding.</li> <li>Audience is generally knowledgeable about the subject matter.</li> <li>Convey straightforward information to non-divergent audiences.</li> </ul>	<ul style="list-style-type: none"> <li>Conveys information to occasionally divergent audiences that may require some persuasion.</li> <li>In some instances will need to convey information to audiences not knowledgeable about the subject matter.</li> <li>Requires objective review of difficult work problems obtaining cooperation or approval.</li> <li>Understands and communicates fairly complex information within the specialization or recognized body of formal knowledge.</li> </ul>	<ul style="list-style-type: none"> <li>Interprets and explains information to audiences who are not familiar with the subject matter often requiring persuasion.</li> <li>Adapts style to differing audiences.</li> <li>Requires objective review of difficult work problems, obtaining cooperation or approval.</li> <li>Requires considerable resourcefulness.</li> <li>Requires strong multicultural awareness to appropriately deliver messages.</li> </ul>
<b>Impact - Measures the potential impact on business objectives as well as the sphere of influence and the time-horizon of personal impact to accommodate the global and organizational governance structure.</b>	<ul style="list-style-type: none"> <li>Impact is limited to short-term team performance.</li> <li>Supports the achievement of goals through own personal effort.</li> <li>Responsible for planning own work, assessing own progress, and adjusting efforts to meet goals.</li> </ul>	<ul style="list-style-type: none"> <li>Impact is generally limited to short-term team performance, occasionally on medium-term goals.</li> <li>Supports the achievement of goals through own personal effort.</li> <li>Responsible for planning own work, assessing own progress, and adjusting efforts to meet goals.</li> <li>Beginning to have more of a contributory impact on team performance.</li> </ul>	<ul style="list-style-type: none"> <li>Impact is limited to the achievement of short to medium term goals.</li> <li>Contributes to delivery of discipline/department goals through personal effort or through influence over team members.</li> <li>Has contributory impact on team/discipline performance.</li> </ul>
<b>Accountability- Measures the nature of accountability through the directness of the</b>	<ul style="list-style-type: none"> <li>Accountable for meeting own targets which impact the immediate work area.</li> <li>Accountable for meeting own targets</li> </ul>	<ul style="list-style-type: none"> <li>Accountable for meeting own targets which impact the immediate work area.</li> <li>Accountable for own targets which will</li> </ul>	<ul style="list-style-type: none"> <li>Accountable for meeting own target which will impact the discipline.</li> <li>Accountable for own targets which will</li> </ul>

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<p><b>impact and the breadth and scope of financial impact.</b></p>	<p>which are often considered financially immeasurable.</p> <ul style="list-style-type: none"> <li>• Work is reviewed periodically.</li> <li>• Is aware of wider profitability issues.</li> <li>• Accountable for meeting own targets which are often considered financially immeasurable.</li> </ul>	<p>typically be definable but not always financially measurable.</p> <ul style="list-style-type: none"> <li>• May help coordinate the work of junior members of the team.</li> <li>• Accountable for managing own impact on cost and profitability of the business.</li> </ul>	<p>typically be definable but not always financially measurable.</p>
<p><b>Emerson Job Characteristics</b></p>			
<p><b>Credentials and Experience - Refers to the academic and work experience necessary to perform this job and the desired or preferred credentials associated with performance of this job.</b></p>	<ul style="list-style-type: none"> <li>• A bachelor’s degree or equivalent experience is preferred. Expected credentials include an additional 0-2 years of experience related to the career discipline.</li> </ul>	<ul style="list-style-type: none"> <li>• A bachelor’s degree or equivalent experience is required. Expected credentials include 2-4 years of experience related to the career discipline.</li> </ul>	<ul style="list-style-type: none"> <li>• A bachelor’s degree or equivalent experience is required. Expected credentials include 3-5 years of experience related to the career discipline, including 1-3 years of project management experience.</li> </ul>
<p><b>Working conditions - Refers to whether there are physical or environmental challenges or hazards associated with performing the duties of the job.</b></p>	<ul style="list-style-type: none"> <li>• In operational and/or production roles, physical work demands may include the ability to stand for extended periods of time, to do moderate lifting, and to handle moderate environmental conditions</li> </ul>	<ul style="list-style-type: none"> <li>• In operational and/or production roles, physical work demands may include the ability to stand for extended periods of time, to do moderate lifting, and to handle moderate environmental conditions</li> </ul>	<ul style="list-style-type: none"> <li>• In operational and/or production roles, physical work demands may include the ability to stand for extended periods of time, to do moderate lifting, and to handle moderate environmental conditions</li> </ul>



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	(outdoor work, cleaning materials, etc.). In arts production roles, physical demands or hazards may include movement of heavy objects or equipment such as rigging, lighting and sets and working at various stage elevations.	(outdoor work, cleaning materials, etc.). In arts production roles, physical demands or hazards may include movement of heavy objects or equipment such as rigging, lighting and sets and working at various stage elevations.	(outdoor work, cleaning materials, etc.). In arts production roles, physical demands or hazards may include movement of heavy objects or equipment such as rigging, lighting and sets and working at various stage elevations.
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## Emerson Job Description Matrix

	C4	C5
<b>Job Family</b>	Individual Contributor	Individual Contributor
<b>Job Level – Grade Level</b>	Advanced – Grade 17	Expert – Grade 18
<b>Aon Hewitt Job Characteristic Definitions and Descriptions</b>	<ul style="list-style-type: none"> <li>• Advanced level professional providing professional input to complex assignments/projects and providing direction to more junior professionals.</li> <li>• Works autonomously, only requiring “expert” level technical support from others.</li> <li>• Exercises judgment in the evaluation, selection, and adaptation of both standard and complex techniques and procedures.</li> <li>• Uses in-depth professional knowledge and acumen to develop models and procedures, and monitor trends, within own discipline area.</li> </ul>	<ul style="list-style-type: none"> <li>• Expert-level professional providing expert content/professional leadership on complex assignments/projects.</li> <li>• Exercising considerable creativity, foresight, and judgment in conceiving, planning, and delivering initiatives.</li> <li>• Uses deep professional knowledge and acumen to advise functional leaders.</li> <li>• Focuses on providing thought leadership within own discipline but works on broader projects, which require understanding of wider business.</li> <li>• Recognized internally as a subject matter as a subject matter expert.</li> </ul>
<b>Aon Hewitt Job Characteristic Definitions and Descriptions</b>		
<b>Knowledge and Application - Refers to the accumulation and depth of knowledge and</b>	<ul style="list-style-type: none"> <li>• Advanced knowledge in a specialized field and broad knowledge of several related disciplines within a function.</li> <li>• Involves the use of broad theoretical knowledge or advanced knowledge of a highly specialized field and their interrelationships.</li> </ul>	<ul style="list-style-type: none"> <li>• Expert knowledge in more than one specialized field and broad knowledge of several related disciplines within a function.</li> <li>• Involves the use of broad theoretical knowledge of highly specialized fields and their interrelationships.</li> </ul>

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<p><b>the expectations of how that knowledge is applied.</b></p>	<ul style="list-style-type: none"> <li>• Understands the interrelationships of different disciplines and directs the application of existing principles and guides development of new policies and ideas.</li> <li>• Focuses on providing detailed analyses and applying results to improve business operations.</li> </ul>	<ul style="list-style-type: none"> <li>• Directs the application of existing principles and guides development of new policies and ideas across a discipline/departmental area.</li> <li>• Leads the development of new policies/ideas in own discipline.</li> </ul>
<p><b>Problem Solving - Refers to the difficulty of the problems to be solved, the degree to which judgment and analysis must be exercised in assessing problems and evaluating alternative solutions, and the extent to which assistance is available.</b></p>	<ul style="list-style-type: none"> <li>• Understands complex issues and their application.</li> <li>• Problems are unclearly defined and sufficient information may not be available.</li> <li>• Requires conceptual thinking to understand complex issues and their implications.</li> <li>• Solutions may need to be devised based on limited information.</li> <li>• Implementation of solutions often requires a longer term view and take into consideration multiple perspectives and future implications.</li> <li>• Work is done independently but is subject to review.</li> </ul>	<ul style="list-style-type: none"> <li>• Problems are unclearly defined and sufficient information may not be available.</li> <li>• Requires conceptual thinking to understand complex issues and their implications.</li> <li>• Solutions may need to be devised based on limited information.</li> <li>• Implementation of solutions often requires a longer-term view.</li> <li>• Solutions must take into consideration multiple perspectives and future implications.</li> <li>• May in certain instances require judgment to devise and apply new concepts and solutions.</li> </ul>
<p><b>Interaction - Measures the interpersonal and communications skills required and the scope of diversity that may exist to account for the growing importance of working and managing in</b></p>	<ul style="list-style-type: none"> <li>• Adapts style and uses persuasion in delivering messages.</li> <li>• Issues may be complex and audience perspectives will be divergent.</li> <li>• Information is non-routine in nature.</li> <li>• Develops recommendations to sell ideas or services.</li> <li>• Frequently advises others on complex matters.</li> </ul>	<ul style="list-style-type: none"> <li>• Required to convey complex information and persuade several diverse stakeholders/audiences often across multiple cultures.</li> <li>• Develops recommendations to sell ideas or services.</li> <li>• Information is non-routine in nature.</li> <li>• Frequently advises others on complex matters.</li> </ul>

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<p><b>a multi-dimensional, cross-cultural environment.</b></p>		
<p><b>Impact - Measures the potential impact on business objectives as well as the sphere of influence and the time-horizon of personal impact to accommodate the global and organizational governance structure.</b></p>	<ul style="list-style-type: none"> <li>• Impact is limited to the achievement of short to medium term goals.</li> <li>• Develops and manages operational initiatives to deliver tactical results.</li> <li>• Focuses team on achieving medium-term goals.</li> </ul>	<ul style="list-style-type: none"> <li>• Translates functional vision into plans for a particular discipline and guides their execution.</li> <li>• Significantly impacts the results of one or more discipline areas.</li> <li>• Impact is on medium-to-long-term discipline goals.</li> </ul>
<p><b>Accountability- Measures the nature of accountability through the directness of the impact and the breadth and scope of financial impact.</b></p>	<ul style="list-style-type: none"> <li>• Accountable through team for delivery of tactical business targets.</li> <li>• Accountable for meeting own target which will impact the discipline.</li> <li>• Accountable for own targets which will typically be financially measurable.</li> </ul>	<ul style="list-style-type: none"> <li>• Accountable for results, which may impact the entire function.</li> <li>• Accountable for financial impact can be broad and have a far-reaching impact on the organization, but is not easily quantifiable.</li> <li>• No people management accountability, although may manage project teams.</li> </ul>

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Emerson Job Characteristics		
<p><b>Credentials and Experience - Refers to the academic and work experience necessary to perform this job and the desired or preferred credentials associated with performance of this job.</b></p>	<ul style="list-style-type: none"> <li>A bachelor’s degree or equivalent experience is required. Expected credentials include 5-7 years of experience related to the career discipline, which includes 2-4 years of progressive project management experience. Certifications/licenses related to the career discipline (i.e., CPA, CPM, CCP, SPHR, etc.) are preferred and may be required in certain disciplines.</li> </ul>	<ul style="list-style-type: none"> <li>A bachelor’s degree or equivalent experience is required. Expected credentials include 7-10 years of experience related to the career discipline, which includes 3-5 years of progressive project management experience. Certifications/licenses related to the career discipline (i.e., CPA, CPM, CCP, SPHR, etc.) are preferred and may be required in certain disciplines.</li> </ul>
<p><b>Working conditions - Refers to whether there are physical or environmental challenges or hazards associated with performing the duties of the job.</b></p>	<ul style="list-style-type: none"> <li>In operational and/or production roles, physical work demands may include the ability to stand for extended periods of time, to do moderate lifting, and to handle moderate environmental conditions (outdoor work, cleaning materials, etc.). In arts production roles, physical demands or hazards may include movement of heavy objects or equipment such as rigging, lighting and sets and working at various stage elevations.</li> </ul>	<ul style="list-style-type: none"> <li>In operational and/or production roles, physical work demands may include the ability to stand for extended periods of time, to do moderate lifting, and to handle moderate environmental conditions (outdoor work, cleaning materials, etc.). In arts production roles, physical demands or hazards may include movement of heavy objects or equipment such as rigging, lighting and sets and working at various stage elevations.</li> </ul>

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	M1	M2	M3	M4
<b>Job Family</b>	Management	Manager	Manager	Manager
<b>Job Level – Grade Level</b>	Manager 1 – Grade 15	Manager 2 – Grade 16	Manager 3 – Grade 17	Manager 4 – Grade 18
<b>Aon Hewitt Job Characteristic Definitions and Descriptions</b>	<ul style="list-style-type: none"> <li>• Day-to-day supervision of non-technical/non-professional roles.</li> <li>• Responsible for work allocation on a daily/weekly basis.</li> <li>• Monitors work schedules and workflow of the team.</li> <li>• Resolves issues/problems raised by team members.</li> <li>• May be responsible for a large number of direct and indirect reports in a process or transactional operations environment.</li> <li>• May coordinate schedules and workflow for the team.</li> <li>• May be the team supervisor of experience administrative, operative and technical roles.</li> </ul>	<ul style="list-style-type: none"> <li>• First level of managerial roles responsible for leading a team of professionals and technical and/or support employees.</li> <li>• Full technical responsibility for team output.</li> <li>• Focuses on ensuring short-term outputs and effectiveness of teams integrate effectively with other work areas.</li> <li>• Provides input into workforce planning and recruitment activities.</li> <li>• Typically has a small number of direct reports. Unlikely to have indirect reports (with the exception of roles managing support and/or operations functions).</li> </ul>	<ul style="list-style-type: none"> <li>• Responsible for the output of a single work area within a discipline.</li> <li>• Utilized in-depth professional knowledge but is guided by functional practices and well defined management precedents.</li> <li>• Focuses on implementing and executing strategies within own department/discipline/team.</li> </ul>	<ul style="list-style-type: none"> <li>• Responsible for output of a key discipline with a function.</li> <li>• Utilizes in-depth knowledge and experience to set department goals which align with functional strategy.</li> <li>• Focuses on achievement of departmental goals and plays a significant part in achieving functional goals.</li> <li>• Responsible for multiple departments within a functional area or covering multiple departments across several functional areas.</li> <li>• Incumbent has significant freedom to act in the medium term.</li> <li>• Contributes to strategic policy decisions.</li> </ul>

## Emerson Job Description Matrix

Aon Hewitt Job Characteristic Definitions and Descriptions				
<p><b>Knowledge and Application - Refers to the accumulation and depth of knowledge and the expectations of how that knowledge is applied.</b></p>	<ul style="list-style-type: none"> <li>• In-depth knowledge within a single work area or developing broad knowledge across a number of policy/technical areas.</li> <li>• Experienced technician/administrator with a number of years of business experience.</li> <li>• Knowledge of standardized rules, procedures, and operations within own area.</li> <li>• Determines a course of action based on guidelines.</li> <li>• Requires knowledge of company policies, practices and procedures.</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge of principles and practices within a professional discipline.</li> <li>• Through leadership, directs the application of existing principles.</li> <li>• Integrates and communicates fairly complex information within the specialization or recognized body of formal knowledge.</li> </ul>	<ul style="list-style-type: none"> <li>• Manager with expert knowledge in a specialized field with broad knowledge of several related disciplines within a function.</li> <li>• Requires broad theoretical knowledge or advanced knowledge of a highly specialized field and their interrelationships.</li> <li>• Directs the application of existing principles and guides development of new policies and ideas.</li> </ul>	<ul style="list-style-type: none"> <li>• Department manager with expert knowledge in more than one specialized field and broad knowledge of several related disciplines within a function.</li> <li>• Requires broad theoretical knowledge or advanced knowledge of highly specialized fields and their interrelationships.</li> <li>• Directs the application of existing principles and guides development of new policies and ideas across a discipline/department area.</li> <li>• Leads the development of new policies/ideas in own discipline.</li> <li>• Function manager with broad extensive knowledge of the theories and practices within a functional area and its interrelationship with other functional areas.</li> <li>• Substantial expertise in practical issues of the discipline to lead, integrate and direct work.</li> <li>• Advanced knowledge of a highly specialized field and some knowledge across related fields.</li> <li>• Leads development of new functional policies.</li> </ul>
<p><b>Problem Solving -</b></p>	<ul style="list-style-type: none"> <li>• Encounters similar problems which will require some fact finding,</li> </ul>	<ul style="list-style-type: none"> <li>• Resolves issues that are differing but related.</li> </ul>	<ul style="list-style-type: none"> <li>• Understands complex issues and their</li> </ul>	<ul style="list-style-type: none"> <li>• Requires conceptual thinking to understand complex issues and their implications.</li> </ul>

## Emerson Job Description Matrix

<p><b>Refers to the difficulty of the problems to be solved, the degree to which judgment and analysis must be exercised in assessing problems and evaluating alternative solutions, and the extent to which assistance is available.</b></p>	<p>clarification, and basic analysis.</p> <ul style="list-style-type: none"> <li>• Solutions will typically be found within normal operating processes and policies.</li> <li>• Selects the best resolution based on a set of defined procedures or precedence.</li> <li>• May resolve issues that are varied and non-routine.</li> <li>• Uses previous experience to identify most appropriate option or improve existing approaches.</li> </ul>	<ul style="list-style-type: none"> <li>• Issues require sophisticated analytical or problem solving techniques to identify cause.</li> <li>• Devises solutions based on limited information and uses past experience or precedent to identify solutions or to adapt existing approaches to resolve issues.</li> <li>• Uses evaluation, judgment, and interpretation to help others select right course of action, which may impact the longer term.</li> </ul>	<p>application.</p> <ul style="list-style-type: none"> <li>• Problems are unclearly defined and sufficient information may not be available.</li> <li>• Requires conceptual thinking to understand complex issues and their implications.</li> <li>• Solutions may need to be devised based on limited information.</li> <li>• Implementation of solutions often requires a longer term view and take into consideration multiple perspectives and future implications.</li> </ul>	<ul style="list-style-type: none"> <li>• Problems are unclearly defined and sufficient information may not be available. Occasionally, issues are complex where fundamental principles do not clearly apply or where data appears to conflict.</li> <li>• Solutions need to be devised based on limited information requiring judgment to apply new solutions and concepts.</li> <li>• Implementation of solutions requires a longer-term view.</li> <li>• Solutions must take into consideration multiple perspectives and future implications.</li> <li>• In most instances require judgment to devise and apply new concepts and solutions.</li> </ul>
<p><b>Interaction - Measures the interpersonal and communications skills required and the scope of diversity that may exist to account for the growing importance of working and managing</b></p>	<ul style="list-style-type: none"> <li>• Exchanges standard/basic technical or non-technical information with colleagues and immediate superiors and/or customers.</li> <li>• There may be a requirement to interpret or clarify technical information to aid understanding.</li> <li>• Audience is generally knowledgeable about the subject matter.</li> </ul>	<ul style="list-style-type: none"> <li>• Interprets and explains information to audiences who are not familiar with the subject matter often requiring persuasion.</li> <li>• Adapts style to differing audiences.</li> <li>• Requires objective review of difficult work problems,</li> </ul>	<ul style="list-style-type: none"> <li>• Adapts style and uses persuasion in delivering messages.</li> <li>• Issues may be complex and audience perspectives will be divergent.</li> <li>• Information is non-routine in nature.</li> </ul>	<ul style="list-style-type: none"> <li>• Required to convey complex information and persuade several diverse stakeholders/audiences often across multiple disciplines/cultures.</li> <li>• Develops recommendations to sell ideas or services.</li> <li>• Information is non-routine in nature.</li> <li>• Frequently advises others on complex matters.</li> <li>• Required to manage issues across significantly</li> </ul>



## Emerson Job Description Matrix

<p><b>in a multi-dimensional, cross-cultural environment.</b></p>	<ul style="list-style-type: none"> <li>• Conveys straightforward information to non-divergent audiences.</li> <li>• May require the initiation of contacts to resolve and discuss mutual problems or collaboration on procedures or transactions.</li> <li>• May need to convey information to audiences not knowledgeable about the subject matter.</li> </ul>	<p>obtaining cooperation or approval.</p> <ul style="list-style-type: none"> <li>• Requires considerable resourcefulness.</li> <li>• Requires strong multicultural awareness to appropriately deliver messages.</li> </ul>	<ul style="list-style-type: none"> <li>• Develops recommendations to sell ideas or services.</li> <li>• Frequently advises others on complex matters.</li> </ul>	<p>divergent audiences, often external as well as internal.</p> <ul style="list-style-type: none"> <li>• Reconciles multiple stakeholder views requiring awareness, respect and the ability to reconcile cultural differences.</li> <li>• Develops communications strategies and has significant persuasion skills.</li> </ul> <p>Resolves conflicts and manages divergent audience perspectives.</p>
<p><b>Impact - Measures the potential impact on business objectives as well as the sphere of influence and the time-horizon of personal impact to accommodate the global and organizational governance structure.</b></p>	<ul style="list-style-type: none"> <li>• Impact is limited to short-term team performance (less than one year).</li> <li>• Responsible for planning own work, assessing own progress, and adjusting efforts to meet goals.</li> <li>• May support the achievement of goals through own personal effort and influence on others.</li> <li>• Beginning to have a contributory impact on team/discipline performance.</li> </ul>	<ul style="list-style-type: none"> <li>• Impact is generally limited to the achievement of short-to medium-term goals; may be required to develop and manage operational initiatives to realize operational and strategic plans</li> <li>• Contributes to delivery of departmental goals through personal effort or through influence over team members.</li> <li>• Has contributory impact on team/discipline performance.</li> </ul>	<ul style="list-style-type: none"> <li>• Impact is generally limited to the achievement of medium-term goals; may be required to translate strategic plans into operational plans and guide their execution.</li> <li>• Develops and manages operational initiatives to deliver tactical results.</li> <li>• Focuses team on achieving medium-term goals.</li> </ul>	<ul style="list-style-type: none"> <li>• Translates business segment strategy into department/functional plans and guides their execution.</li> <li>• Impact is on medium to long-term department/functional goals.</li> <li>• Has significant impact on the financial results of the business segment.</li> <li>• May directly impact the results of several functional areas.</li> </ul>
<p><b>Accountability- Measures the nature of accountability through</b></p>	<ul style="list-style-type: none"> <li>• Accountable for meeting day-to-day team targets which impact the immediate work unit.</li> <li>• Takes action to monitor costs related</li> </ul>	<ul style="list-style-type: none"> <li>• Accountable for meeting short-to medium-term targets which impact the department/discipline.</li> </ul>	<ul style="list-style-type: none"> <li>• Accountable for meeting short-to medium-term targets which impact the department/discipline.</li> </ul>	<ul style="list-style-type: none"> <li>• Accountable for department results which impact the entire business segment.</li> <li>• Department/Functional budget holder.</li> <li>• Resourcing decisions likely to be signed off by a</li> </ul>

## Emerson Job Description Matrix

<p><b>the directness of the impact and the breadth and scope of financial impact.</b></p>	<p>to own work and that of the team.</p> <ul style="list-style-type: none"> <li>Provides input into the performance appraisal process; may have some people management responsibility for pay reviews, performance management, training and resource planning.</li> <li>May take action to monitor and manage costs related to own work and that of the team.</li> </ul>	<ul style="list-style-type: none"> <li>Takes action to monitor costs related to own work and that of the team.</li> <li>People management responsibility for pay review, performance management, and resource planning.</li> </ul>	<ul style="list-style-type: none"> <li>Provides input into the budgeting process and may be a sub-departmental budget holder.</li> <li>People management responsibility for pay review, performance management, and resources planning.</li> <li>Accountable for resourcing decisions. Will typically have not exit decision responsibility for professional employees.</li> </ul>	<p>higher authority.</p> <ul style="list-style-type: none"> <li>Accountability for financial impact will be broad and have a far-reaching impact on the business segment.</li> <li>Full people management accountability.</li> <li>Responsible for the development of a team of professional managers and experienced individual contributors.</li> <li>Provides input into succession planning process.</li> </ul>
<p><b>Emerson Job Characteristics</b></p>				
<p><b>Credentials and Experience - Refers to the academic and work experience necessary to perform this job and the desired or preferred credentials associated with</b></p>	<ul style="list-style-type: none"> <li>A bachelor's degree or equivalent experience required. Credentials include 2-4 years of work experience in a career related discipline and the ability to demonstrate technical or operational capability at a proficiency level that enables the supervision of others.</li> </ul>	<ul style="list-style-type: none"> <li>A bachelor's degree or equivalent experience required. Expected credentials include 3-5 years of experience related to the career discipline, of which 1-2 years is supervisory experience.</li> </ul>	<ul style="list-style-type: none"> <li>A bachelor's degree or equivalent experience is required. Expected credentials include 5-7 years of experience related to the career discipline, of which 2-4 years is prior</li> </ul>	<ul style="list-style-type: none"> <li>A bachelor's degree or equivalent experience is required. Expected credentials include 7-10 years of experience related to the career discipline, of which 3-5 years is progressive management experience. Certifications/licenses related to the career discipline (i.e., CPA, CPM, CCP, SPHR, etc.) are preferred and may be required in certain disciplines.</li> </ul>

## Emerson Job Description Matrix

<p><b>performance of this job.</b></p>			<p>management experience. Certifications/licenses related to the career discipline (i.e., CPA, CPM, CCP, SPHR, etc.) are preferred.</p>	
<p><b>Working conditions - Refers to whether there are physical or environmental challenges or hazards associated with performing the duties of the job.</b></p>	<ul style="list-style-type: none"> <li>In operational and/or production roles, physical work demands may include the ability to stand for extended periods of time, to do moderate lifting, and to handle moderate environmental conditions (outdoor work, cleaning materials, etc.). In arts production roles, physical demands or hazards may include movement of heavy objects or equipment such as rigging, lighting and sets and working at various stage elevations.</li> </ul>	<ul style="list-style-type: none"> <li>In operational and/or production roles, physical work demands may include the ability to stand for extended periods of time, to do moderate lifting, and to handle moderate environmental conditions (outdoor work, cleaning materials, etc.). In arts production roles, physical demands or hazards may include movement of heavy objects or equipment such as rigging, lighting and sets and working at various stage elevations. For administrative management roles, physical or environmental hazards are not</li> </ul>	<ul style="list-style-type: none"> <li>In operational and/or production roles, physical work demands may include the ability to stand for extended periods of time, to do moderate lifting, and to handle moderate environmental conditions (outdoor work, cleaning materials, etc.). In arts production roles, physical demands or hazards may include movement of heavy objects or equipment such as rigging, lighting and sets and working at various stage elevations.</li> </ul>	<ul style="list-style-type: none"> <li>In operational and/or production roles, physical work demands may include the ability to stand for extended periods of time, to do moderate lifting, and to handle moderate environmental conditions (outdoor work, cleaning materials, etc.). In arts production roles, physical demands or hazards may include movement of heavy objects or equipment such as rigging, lighting and sets and working at various stage elevations. For administrative management roles, physical or environmental hazards are not expected.</li> </ul>

## Emerson Job Description Matrix

		expected.	For administrative management roles, physical or environmental hazards are not expected.	
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## Emerson Job Description Matrix

	E1	E2	E3
<b>Job Family</b>	Executive	Executive	Executive
<b>Job Level – Grade Level</b>	Director 1 – Grade 19	AVP1/Director 2 – Grade 20	AVP2 – Grade 21
<b>Aon Hewitt Job Characteristic Definitions and Descriptions</b>	<ul style="list-style-type: none"> <li>Description - Responsible for the development and execution of business segment/corporate department strategy.</li> <li>Business leadership role – Responsible for a major functional area within a business segment.</li> <li>Corporate role – Responsible for a minor corporate department.</li> </ul>	<ul style="list-style-type: none"> <li>Generic – Focuses on translating corporate objectives into strategic business plans for the business segment/corporate department.</li> <li>Business leadership role – Responsible for a business segment (division or subsidiary).</li> <li>Corporate role – Responsible for a major corporate department (e.g., Tax, Compensation and Benefits).</li> </ul>	<ul style="list-style-type: none"> <li>Generic – Focuses on translating corporate objectives into strategic business plans.</li> <li>Business leadership role – Responsible for a major business segment (typically multiple divisions/subsidiaries) typically across a diverse geographic area or within a corporate business line.</li> <li>Corporate role – Responsible for a major corporate function (e.g., Human Resources, Facilities Management)</li> </ul>
<b>Aon Hewitt Job Characteristic Definitions and Descriptions</b>			
<b>Knowledge and Application - Refers to the accumulation and depth of knowledge and the expectations of how that knowledge is applied.</b>	<ul style="list-style-type: none"> <li>Broad, extensive knowledge of the theories and techniques of a function involving the issue of broad theoretical knowledge.</li> <li>Understands the interrelationships of functions across the business segment or corporate department and participates in building business plans and strategies.</li> </ul>	<ul style="list-style-type: none"> <li>Requires advanced knowledge of the theories and techniques of several diverse functions and/or geographic areas.</li> <li>Integrates critical information from diverse functions to inform development of the strategy of own corporate department or business segment.</li> <li>Requires extensive theoretical and practical knowledge of major segments of the</li> </ul>	<ul style="list-style-type: none"> <li>Requires advanced knowledge of the theories and techniques of several diverse functions.</li> <li>Integrates critical information from diverse business segments and functions to inform the strategy of the own corporate function or business segment.</li> <li>Requires extensive theoretical and practical knowledge across a major function or segment of the organization.</li> <li>Directs the application of existing principles and policies.</li> <li>Guides the development of new policies within the</li> </ul>

## Emerson Job Description Matrix

	<ul style="list-style-type: none"> <li>• High level of skill in application of this knowledge in the functional area or the corporate department.</li> <li>• Directs the application of existing principles and the development of new policies and strategies aligned with corporate objectives.</li> </ul>	<p>organization.</p> <p>Establishes objectives, plans, and priorities that are aligned with overarching corporate strategy.</p>	<p>corporate function or business segment.</p>
<p><b>Problem Solving - Refers to the difficulty of the problems to be solved, the degree to which judgment and analysis must be exercised in assessing problems and evaluating alternative solutions, and the extent to which assistance is available.</b></p>	<ul style="list-style-type: none"> <li>• Defines and resolves complex issues where fundamental principles do not clearly apply or where data appears to conflict.</li> <li>• Provides new/innovative solutions to complex problems.</li> <li>• Only general precedence is available to assist in resolving some unforeseen complications.</li> <li>• Recommendations involve independent and innovative thinking.</li> <li>• Decisions impact the business segment or corporate department.</li> <li>• Requires thorough analysis often reaching outside the organization.</li> </ul>	<ul style="list-style-type: none"> <li>• Resolves issues which are nonrecurring and occasionally novel.</li> <li>• Defines and resolves complex issues where fundamental principles do not clearly apply or where data appears to conflict.</li> <li>• Carries responsibility for consideration and resolution of major problems for the business segment or corporate department.</li> <li>• Requires thorough an extensive analysis to understand complex issues and their interrelationships.</li> <li>• Issues definition requires input from multiple sources, both internal and external.</li> </ul>	<ul style="list-style-type: none"> <li>• Resolves issues which are nonrecurring and novel.</li> <li>• Carries responsibility for consideration and resolution of major problems for a major business segment or corporate function.</li> <li>• Resolves highly complex issues where fundamental principles do not apply or appear to conflict where data conflicts or is inconclusive.</li> <li>• Issues resolution impact the direction of the business segment or corporate function.</li> <li>• May develop entirely new ways of conducting operations.</li> </ul>
<p><b>Interaction - Measures the interpersonal and communications skills required and the scope</b></p>	<ul style="list-style-type: none"> <li>• Develops communication strategies for a major functional area within a business segment or a minor corporate department.</li> <li>• Requires significant persuasion skills.</li> </ul>	<ul style="list-style-type: none"> <li>• Develops communication strategies for a business segment or corporate department.</li> <li>• Resolves conflicts that are complex and manages divergent audience perspectives.</li> <li>• Contacts are extremely sensitive and require</li> </ul>	<ul style="list-style-type: none"> <li>• Develops communication strategies for a major business segment or corporate function.</li> <li>• Resolves conflicts that are complex and manages divergent audience perspectives.</li> <li>• Contacts are extremely sensitive and require extraordinary</li> </ul>

## Emerson Job Description Matrix

<p><b>of diversity that may exist to account for the growing importance of working and managing in a multi-dimensional, cross-cultural environment.</b></p>	<ul style="list-style-type: none"> <li>• Resolves conflicts that are complex and manages divergent audience perspectives.</li> <li>• Interaction requires tact and diplomacy.</li> <li>• Responsible for facilitating agreement between conflicting parties.</li> <li>• Requires awareness, respect, and the ability to reconcile cultural diversity.</li> </ul>	<p>extraordinary tact and diplomacy.</p> <ul style="list-style-type: none"> <li>• Responsible for facilitating agreement between conflicting parties on matters of significance for the business segment.</li> <li>• Strong communication skills need to get agreement and consent between conflicting parties.</li> <li>• Requires strong ability to reconcile cultural differences.</li> </ul>	<p>tact and diplomacy.</p> <ul style="list-style-type: none"> <li>• Responsible for facilitating agreement between conflicting parties on matters of significance.</li> <li>• Strong communication skills needed to get agreement and consent between conflicting parties.</li> <li>• Requires strong ability to reconcile cultural differences on a regional or global basis.</li> </ul>
<p><b>Impact - Measures the potential impact on business objectives as well as the sphere of influence and the time-horizon of personal impact to accommodate the global and organizational governance structure.</b></p>	<ul style="list-style-type: none"> <li>• Responsible for the development and execution of business segment/corporate department strategy.</li> <li>• Translates objectives into strategic plans with a medium to long-term view.</li> <li>• Impact is on medium to long-term goals.</li> <li>• Decisions directly impact the performance of the business segment/corporate department. Direct, although limited, impact on total College performance.</li> </ul>	<ul style="list-style-type: none"> <li>• Translate corporate vision into plans and guides their execution.</li> <li>• Sets the long-term strategy and objectives for the business segment/corporate department.</li> <li>• Impact is on medium-term to long-term goals.</li> <li>• Decisions directly impact the performance of the business segment/corporate department.</li> <li>• Direct impact on parent company performance.</li> <li>• Impact is the context of a business segment or a major corporate function covering single or multiple countries and/or business lines.</li> </ul>	<ul style="list-style-type: none"> <li>• Translates corporate vision into organizational plans and guides their execution.</li> <li>• Defines the future course of action for a major business segment or corporate function.</li> <li>• Impact is on the medium to long-term goals.</li> <li>• Direct impact on corporate performance.</li> <li>• Impact is in the context of a regionally diverse business segment or a major corporate function covering multiple regions and business lines.</li> </ul>
<p><b>Accountability- Measures the nature of accountability through</b></p>	<ul style="list-style-type: none"> <li>• Generic – Responsible for all business segment/department employees including succession planning and</li> </ul>	<ul style="list-style-type: none"> <li>• Generic – Accountable for the overall results of the business segment/corporate department.</li> </ul>	<ul style="list-style-type: none"> <li>• Generic – Accountable to the executive management team for overall results of the business segment/corporate function.</li> </ul>

## Emerson Job Description Matrix

<p><b>the directness of the impact and the breadth and scope of financial impact.</b></p>	<p>talent management activities</p> <ul style="list-style-type: none"> <li>• Performance measurement subject to corporate assessment and oversight</li> <li>• Business leadership – Accountable to the operational budget of a strategic function within a business segment.</li> <li>• Corporate – Accountable for the budget of the corporate department.</li> </ul>	<ul style="list-style-type: none"> <li>• Responsible for the development of key talent and leadership team succession planning within own area of the business.</li> <li>• Performance measurement subject to corporate assessment and oversight.</li> <li>• Business leadership – Accountable to the profit and loss of a business segment typically covering a single country (may be multi-country).</li> <li>• Corporate – Accountable for the budget of a major corporate department.</li> </ul>	<ul style="list-style-type: none"> <li>• Responsible for the development of key talent and leadership succession planning within own segment of the business.</li> <li>• Business leadership – Accountable for the profit and loss of a major business segment (typically regional or larger).</li> <li>• Corporate – Accountable for the budget of a major corporate function.</li> </ul>
<p><b>Emerson Job Characteristics</b></p>			
<p><b>Credentials and Experience - Refers to the academic and work experience necessary to perform this job and the desired or preferred credentials associated with performance of this job.</b></p>	<ul style="list-style-type: none"> <li>• A bachelor’s degree or equivalent experience is required. A master’s degree or equivalent experience is preferred. Expected credentials include 10 -15 years of experience related to the career discipline, of which 5-7 years is progressive management experience. Certifications/licenses related to the career discipline (i.e., CPA, CPM, CCP, SPHR, etc.) are preferred and may be required in certain disciplines.</li> </ul>	<ul style="list-style-type: none"> <li>• A bachelor’s degree or equivalent experience is required. A master’s degree or equivalent experience is preferred. Expected credentials include 15+ years of experience related to the career discipline, of which 10+ years is progressive management experience. Certifications/licenses related to the career discipline (i.e., CPA, CPM, CCP, SPHR, etc.) are preferred and may be required in certain disciplines.</li> </ul>	<ul style="list-style-type: none"> <li>• A bachelor’s degree or equivalent experience is required. A master’s degree or equivalent experience is preferred. Expected credentials include 15+ years of experience related to the career discipline, of which 10+ years is progressive management experience. Certifications/licenses related to the career discipline (i.e., CPA, CPM, CCP, SPHR, etc.) are preferred and may be required in certain disciplines.</li> </ul>



## Emerson Job Description Matrix

<p><b>Working conditions - Refers to whether there are physical or environmental challenges or hazards associated with performing the duties of the job.</b></p>	<ul style="list-style-type: none"> <li>Position may require periodic travel; some positions at this level may require frequent travel. In operational and/or production roles, physical work demands may include the ability to stand for extended periods of time, to do moderate lifting, and to handle moderate environmental conditions (outdoor work, cleaning materials, etc.). In arts production roles, physical demands or hazards may include movement of heavy objects or equipment such as rigging, lighting and sets and working at various stage elevations. For administrative management roles, physical or environmental hazards are not expected.</li> </ul>	<ul style="list-style-type: none"> <li>Position may require periodic travel; some positions at this level may require frequent travel. In operations and/or production roles, physical work demands may include the ability to stand for extended periods of time, to do moderate lifting, and to handle moderate environmental conditions (outdoor work, cleaning materials, etc.) In arts production roles, physical demands or hazards may include movement of heavy objects or equipment such as rigging, lighting and sets and working at various stage elevations. For administrative management roles, physical or environmental hazards are not expected.</li> </ul>	<ul style="list-style-type: none"> <li>Position may require periodic travel; some positions at this level may require frequent travel. In arts production roles, physical demands or hazards may include movement of heavy objects or equipment such as rigging, lighting and sets and working at various stage elevations. For administrative management roles, physical or environmental hazards are not expected.</li> </ul>
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