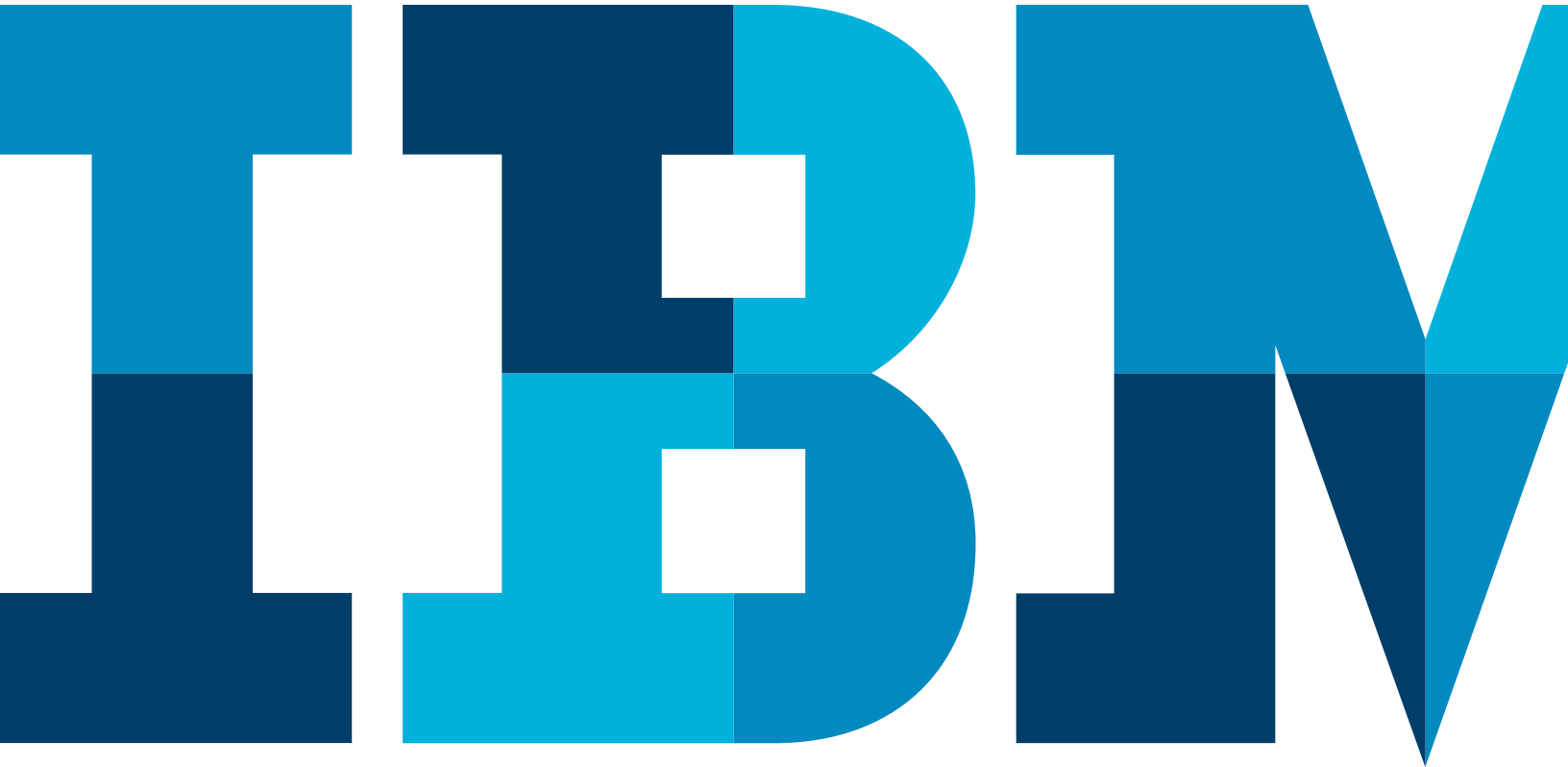


General Corporate Function Job Skills & Competencies Framework

Framework of job families, job models and competencies for General Corporate functions.



IBM recognizes that most organizations face dynamic talent and skills management issues across all areas of operation. While these issues may feel tactical to those involved, they can also have wide ranging impact on the successful and continuing operations of the overall business. Many times the issues are not shared with HR and Organizational Development, preventing them from providing a solution. Through a structured approach to capturing the skills and talent required, you can capture, recognize and manage risk against such issues as:

- Service innovation
- Employee engagement
- Career development
- Industry consolidation, mergers and acquisitions
- Aligning to organizational culture and goals

In an organization it may be easy to answer a question such as “How many photocopiers do we have?” or “What is our compensation planning budget look like this year?”, but the same cannot be said when asked about knowledge, skills, or people and their organizational impact. Using a Job and Competency Framework, you will be able to lay a foundation for answering:

- How many people and who are the people with critical skills to support a new product?
- What is it that top producers do best? Replicate and recruit to best performance standards.
- How are we maximizing new web dynamic social trends in areas such as HR?
- Can we prove our compliance and audit our people processes?
- What is our mission critical knowledge and where does that institutional memory reside?
- How/who do we integrate following acquisition, to optimize the resources and investment?

For more than 20 years, the IBM Kenexa Talent frameworks has been deployed in many organizations to help them - either independently or as part of a larger HR strategy - improve learning, development and performance of a company’s most critical components. Using the content library is a rapid and robust way to customize your organizationally aligned competencies and job profiles.

IBM Kenexa Talent frameworks offers Job Skills & Competencies across 18 different industries. This is but one of those libraries. Kenexa offers complete solutions to support your Talent Management requirements including cloud based software to manage your workforce Job Skills & Competencies, Employee Self-Assessment, Manager Assessment, Skills Gap analysis and more.

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General Corporate Functions (GCF) Jobs Competencies Framework

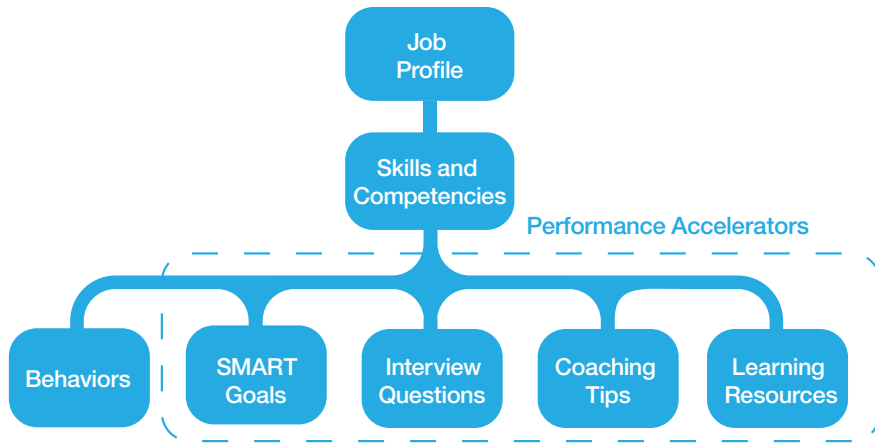


Figure 1: All Jobs Architecture

Types of Skills and Competencies

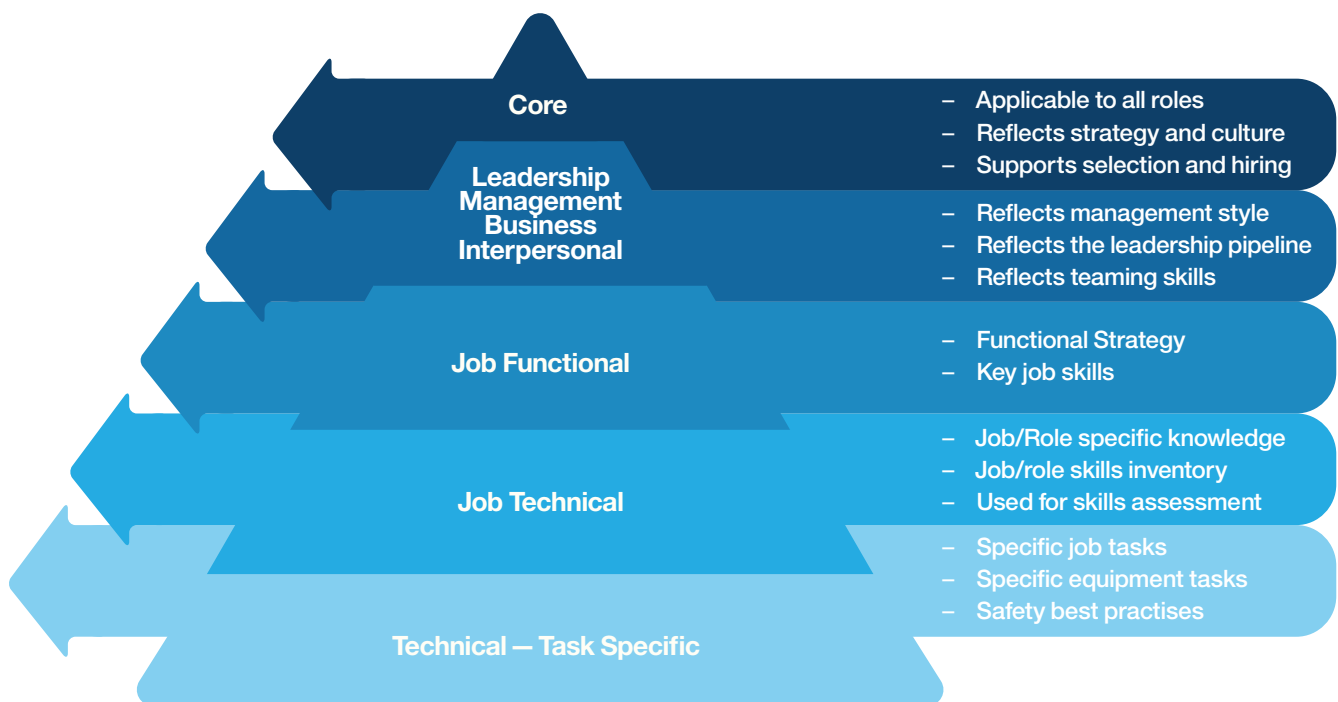


Figure 2: Competency: A combination of knowledge, skills and abilities (KSAs) describing the demonstrable indicators of proficiency.

GCF (General Corporate Functions) Overview



Figure 3: GCF (General Corporate Functions) Overview: Description of job families, job models and competencies.

GCF (General Corporate Functions) Job Family and Job Titles

Job Family	GCF Job Titles
<p>Administration Office and administrative support, library services, facilities, mail, and physical asset management functions</p>	<p>Administration Director Administration Manager Corporate Facilities Manager Library Manager Security Manager Administrative Services Supervisor Facilities Specialist Library Specialist Mail-Copy Supervisor Office Supervisor Safety Specialist, Senior Data Entry Clerk, Senior Data Entry Supervisor Document Imaging Supervisor Executive Assistant Library Researcher Mail Clerk, Senior Premises Security Guard Administrative Assistant Administrative Assistant - Bilingual Board Administrator Business Tool User Data Entry Clerk Document Imaging Operator Mail Clerk</p>
<p>Audit and Compliance Internal audit, internal controls, risk management, regulatory compliance and reporting functions</p>	<p>Chief Compliance Officer Chief Governance Officer Internal Audit Director Internal Controls & Compliance Director Compliance Investigation Manager Compliance Officer, Senior Corporate Ethics & Compliance Manager Ethics & Compliance Business Unit Manager Ethics & Compliance Training Manager Financial Auditor, Senior Internal Audit Manager Internal Auditor, Senior Internal Controls Manager International Compliance Manager Compliance Analyst Financial Auditor Internal Auditor Regulatory Reporting Specialist, Senior Compliance Investigator Internal Controls Specialist Regulatory Reporting Specialist Audit Assistant Corporate Ethics Helpline Administrator</p>

Compensation and Benefits

Human Resources Compensation and Benefits jobs

- Benefits Executive
- Compensation and Benefits Executive
- Compensation Executive
- Benefits Director
- Compensation and Benefits Director
- Compensation Director
- Benefits Manager
- Compensation and Benefits Manager
- Compensation Manager
- Corporate Insurance Manager
- Executive Compensation Manager
- International Compensation and Benefits Manager
- Payroll Manager
- Workers' Compensation Claims Manager
- Workers' Compensation Manager
- Benefits Analyst, Senior
- Benefits Supervisor
- Compensation Analyst
- Executive Compensation Analyst
- Payroll Clerk, Senior
- Payroll Supervisor
- Benefits Administrator
- Benefits Analyst
- Benefits Clerk, Senior
- Compensation Specialist
- Payroll Clerk
- Stock Plan Administrator, Senior
- Benefits Clerk
- Compensation Administrator
- Payroll Administrator
- Stock Plan Administrator
- Workers Compensation Administrator

Corporate Communications

Development and publication of materials for internal and external communications about the company

- Communications Director
- Public Relations Director
- Communications Manager
- Public Relations Manager
- Communications Specialist, Senior
- Desktop Publisher
- Graphics Designer, Multi-Media
- Media Development Specialist, Senior
- Public Relations Specialist, Senior
- Writer-Editor, Senior
- Graphics Specialist, Multi-Media
- Website Content Liaison
- Writer-Editor
- Media Development Assistant

<p>Customer Support Telephone and Internet-based support for internal and external clients on technology and business issues</p>	<p>Customer Support Director CallCenter Consultant, Senior CallCenter Manager Customer Support Manager Help Desk Manager Order Fulfillment Manager Process Manager Shift Manager CallCenter Supervisor Collections Specialist, Senior Customer Service Representative, Senior Information Polling Supervisor Infrastructure Specialist, Senior Internet Customer Support Specialist, Senior Order Fulfillment Specialist Product-Service Consultant Warranty Manager Collections Specialist Customer Service Representative Customer Service Team Leader Help Desk Specialist Information Polling Specialist Infrastructure Specialist Internet Customer Support Specialist Product Support Specialist Warranty Specialist CallCenter Administrator Customer Service Associate Order Fulfillment Clerk Warranty Coordinator</p>
<p>Executive Senior and executive business management for corporate functions which are not aligned with a specific job family</p>	<p>Chief Executive Officer Chief Operating Officer Chief Risk Officer Chief of Staff Managing Director Risk Management Director Strategy Director Corporate Secretary</p>
<p>Finance and Accounting Accounting, budget planning and control, cash management, treasury, and tax handling functions</p>	<p>Chief Financial Officer Controller Accounting Manager Accounts Payable Manager Accounts Receivable Manager Assistant Controller Budget Manager Cash Manager Finance Manager Tax Manager Treasurer Accountant, Senior</p>

	<p>Accounting Supervisor Accounts Payable Supervisor Accounts Receivable Supervisor Actuary Assistant Treasurer Billing Supervisor Budget Analyst, Senior Cost Accounting Supervisor Finance Specialist, Senior Tax Analyst, Senior Accountant Accounts Payable Specialist Accounts Receivable Specialist Budget Analyst Cost Accountant Finance Specialist Tax Analyst Accounting Clerk Billing Clerk Bookkeeper Finance Clerk</p>
<p>Human Resources Staffing, recruitment, benefits, compensation and employee relations functions</p>	<p>Chief Human Resources Officer Diversity Executive Division Human Resources Executive HRIS Executive Top Human Resources Executive HRIS Director Human Resources Director International Human Resources Director Disability Services Manager Health and Safety Manager HRIS Manager Human Resources Consultant, Senior Human Resources Manager International Human Resources Manager Plant Human Resources Manager Regional Human Resources Manager Wellness Program Manager Change Management Specialist Health and Safety Supervisor HRIS Analyst, Senior HRIS Supervisor Human Performance Consultant Human Resources Analyst, Senior Human Resources Function Specialist, Senior Human Resources Generalist, Senior Personnel Records Supervisor Health and Safety Administrator, Senior HR Service Center Representative HRIS Analyst Human Resources Business Partner Human Resources Generalist</p>

	<p>Management Analyst Wellness Program Administrator Health and Safety Administrator HRIS Administrator HRIS Clerk Human Resources Assistant Human Resources Coordinator Assistant Personnel Records Clerk</p>
<p>Employee Relations Human Resources Employee Relations jobs</p>	<p>Employee Relations Executive Labor Relations Executive Employee Communications Director Employee Relations Director Employee Services Director Labor Relations Director EEO Manager Employee Communications Manager Employee Relations Manager Employee Services Manager Labor Relations Manager EAP Manager EEO Supervisor Employee Communications Supervisor Employee Relations Specialist, Senior Labor Relations Specialist, Senior Work/Life Program Manager Compliance Specialist EAP Coordinator EAP Counselor EEO Specialist Employee Relations Specialist Labor Relations Specialist</p>
<p>HR Staffing Human Resources Staffing-related jobs</p>	<p>Recruiting Executive Recruiting Director Employee Relocation Manager Expatriate Administration Manager Recruitment Manager Expatriate Administration Supervisor Recruiter, Senior Recruiting Supervisor Campus Recruiter Employee Relocation Representative, Senior Executive Recruiter Expatriate Administrator, Senior Immigration Specialist Legal Recruiter Recruiter Technical Recruiter Employee Relocation Representative Expatriate Administrator Temporary Employment Coordinator</p>

<p>Legal Services General Counsel, attorneys and related support services.</p>	<p>Chief Legal Officer General Counsel Government Affairs Director Intellectual Property Attorney, Senior Legal Services Director Managing Attorney Associate General Counsel Attorney Employment Law Attorney Fraud Investigation Officer Government Affairs Manager Intellectual Property Support Manager Investment Management Attorney Legal Services Manager Litigation Manager Litigation Support Manager Paralegal Manager Tax Attorney, Senior Assistant General Counsel, Corporate Affairs Attorney, Junior Intellectual Property Attorney, Junior Legal Administrator Legal Analyst Legal Coordinator Tax Attorney, Junior Litigation Specialist Paralegal Assistant Stock Administrator Legal Secretary Legal Secretary, Senior</p>
<p>Marketing Marketing, advertising and market research functions</p>	<p>Chief Marketing Officer Marketing Director Advertising-PR Manager Brand Manager Field Marketing Manager Group Marketing Manager Marketing Communications Manager Marketing Development Manager Product Manager Market Research Analyst, Senior Marketing Communications Specialist Market Research Analyst Market Research Assistant Marketing Administrator</p>

<p>Purchasing Purchasing of goods and services, procurement, contracts administration and related legal issues</p>	<p>Chief Contracts Executive Procurement Director Contracts Administration Manager Procurement Manager Contracts Administration Specialist, Senior Contracts Administration Supervisor Procurement Specialist, Senior Contracts Administration Specialist Procurement Specialist Purchasing Agent Contracts Administrator Procurement Administrator Purchasing Agent, Junior</p>
<p>Research and Development Research, design and development of new products or prototypes; analysis of competitive products</p>	<p>Research and Development Director Research and Development Engineer Research and Development Manager Research and Development Specialist Documentation Specialist Research Analyst Research Associate</p>
<p>Sales Sales and sales support functions</p>	<p>Chief Sales Executive Sales Director Account Manager Channel Program Manager Online Sales Manager Sales Manager, Region Cross Sales Specialist, Senior Sales Manager Sales Representative, Senior Driver and Sales Representative Product Specialist - Sales Sales Representative Sales Support Representative Sales Administrator Telemarketer-Prospector</p>

Training and Development

Learning and training management, career and organizational development functions

Organizational Development Executive
 Chief Learning Officer
 Learning and Development Director
 Learning Director
 Organizational Development Director
 Competency Program Manager
 Employee Development Manager
 Learning & Development Consultant, Senior
 Learning Center Manager
 Learning Manager
 Management Development Manager
 Organizational Development Manager
 Organizational Effectiveness Manager
 Classroom Trainer
 Instructional Designer
 Learning Specialist
 Multimedia Developer
 Organizational Development Consultant
 CBT-WBT Developer
 Competency Program Specialist
 Employee Development Specialist
 Employee Performance Specialist
 Instructor
 Learning Analyst
 Competency Program Administrator
 Learning Administrator

Generalized IT jobs

Generalized IT jobs that are common to most businesses. These jobs are not as specialized as the jobs in our IT framework.

Chief Technology Officer
 Workflow Architect
 Field Support Specialist
 IT Generalist
 IT Help Desk Specialist
 IT Project Manager Generalist
 Service Capacity Manager
 Webmaster
 Data Administrator
 Database Administrator
 Equipment Specialist
 Field Engineer
 Information Security Specialist
 Office Systems Specialist
 PC Specialist
 Web Content Developer
 Network Administrator

HR Benefits Manager – Sample Job Profile

Job Title	Benefits Manager
Job Band ID	3
Job Family	Compensation and Benefits
Job Definition	Manages the development and administration of employee benefits programs, policies, and procedures and ensures compliance with related regulations.
Job Responsibility 1	Provides leadership in the planning, design, and implementation of benefits programs (e.g. medical, dental, vision, disability insurance, life insurance, and employee assistance programs) and ensures all activities comply with legal requirements.
Job Responsibility 2	Oversees the collection and overall accuracy of benefits data located within the organization's HRIS; evaluates current benefits programs and identifies and monitors critical performance.
Job Responsibility 3	Manages vendor relationships to ensure adherence to required service levels for outsourced benefits providers..
Job Responsibility 4	Monitors the employee benefits eligibility and enrollment process to ensure employees meet eligibility requirements.
Job Scope Description	Designs, plans, and implements corporate benefits programs, policies, and procedures. Responsible for ensuring programs meet employee needs, comply with legal requirements, and are cost effective. Requires a bachelor's degree in a related area and at least 7 years of experience in the field or in a related area. Familiar with a variety of the field's concepts, practices, and procedures. Relies on extensive experience and judgment to plan and accomplish goals. A wide degree of creativity and latitude is expected. Performs a variety of tasks. Leads and directs the work of others. Typically reports to a head of a unit/department.

HR Benefits Manager – Job Bands

Job Band ID	Job Band Name	Job Band Description
1	Executive Management	Vision, policy, strategy and direction setting; Enterprise and industry view; Driving organizational goals
2	Senior Management	Strategy formulation; Vision implementation; Operational responsibility; Cost and risk management; Enterprise view
3	Management; Senior Level Consulting	Functional, technical or process leadership; Management of multiple teams; High complexity and ambiguity; Tactical responsibilities
4	First Line Management; Senior Professional	Team or technical supervision; Expertise and experience with complex technical activities; Project management and consulting
5	Team Leadership; Technical Professional	Difficult technical tasks; Implementation experience; Self-sufficiency; Small project responsibility; Technical supervision
6	Technician, Trainee, Administrator	Routine technical or administrative tasks; Follows procedures; Operates under supervision



HR Benefits Manager – Skills + Competencies at Core, Functional and Technical levels

Profile Name: Job Title		Benefits Manager	
Competencies Per Job			
Competency Code	Competency Name	Proficiency	Importance
B0050	Knowledge of Organization	2 - Working experience	Medium
B0295	Business Orientation	3 - Extensive experience	High
B0750	Budgeting	3 - Extensive experience	High
B1000	Project Administration	3 - Extensive experience	High
B1020	Planning: Tactical, Strategic	2 - Working experience	High
B1060	Effectiveness Measurement	3 - Extensive experience	High
B1100	Standard Operating Procedures (SOP)	3 - Extensive experience	High
I0480	Effective Communications	3 - Extensive experience	Medium
I0700	Decision Making and Critical Thinking	2 - Working experience	High
I1000	Managing Multiple Priorities	3 - Extensive experience	Medium
I1010	Relationship Management	3 - Extensive experience	Medium
I1020	Analytical Thinking	3 - Extensive experience	High
L0010	Accountability	3 - Extensive experience	High
L0070	Goal Setting	2 - Working experience	High
L0080	Honesty and Integrity	3 - Extensive experience	Medium
M0550	Managing in a Matrix Environment	3 - Extensive experience	Medium
M0810	Outsourcing	3 - Extensive experience	High
THR000	Human Resources Policies, Strategies And Environment	3 - Extensive experience	Medium
THR010	HR: Trends and Direction	3 - Extensive experience	Medium
THR020	HR: Policies, Standards and Procedures	3 - Extensive experience	High
THR030	HR Legal and Regulatory Environment	3 - Extensive experience	High
THR110	Employee Counseling	3 - Extensive experience	Medium
THR200	Compensation Management	2 - Working experience	Medium
THR300	Benefits Programs	3 - Extensive experience	High
THRV-	Specific Benefits Plan Development	3 - Extensive experience	High




Let's Look
At This Skill

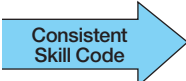
Compensation Management Skill – Proficiency Levels and Behavioral Indicators for Competency Assessment

 <p>Consistent Skill Code</p>	<p>Competency Code: THR200</p>	<p>Competency Name: Compensation Management</p>
	<p>Competency Description</p>	<p>Knowledge of and ability to design, implement and evaluate compensation programs, policies and processes within an organization.</p>
 <p>Recommended Proficiency Level</p>	<p>Level 1 - Basic understanding</p>	<ul style="list-style-type: none"> ◦ Describes key purposes (e.g. motivating employees) of compensation management. ◦ Cites organizational examples of compensation management. ◦ Lists government regulations and industry policies related to compensation. ◦ Lists major compensation programs (e.g. executive compensation) used in the organization.
	<p>Level 2 - Working experience</p>	<ul style="list-style-type: none"> ◦ Implements compensation packages for an organization's employees. ◦ Assists in developing various compensation programs within an organization. ◦ Maintains good relationships with staff from HR and business units. ◦ Adheres to government and industry compensation regulations. ◦ Conducts job analysis and salary survey activities within the department.
	<p>Level 3 - Extensive experience</p>	<ul style="list-style-type: none"> ◦ Determines if compensation management objectives are in line with overall business objectives. ◦ Oversees the implementation of compensation programs within the organization. ◦ Advises the management team on compensation issues, such as pay structure. ◦ Evaluates the effectiveness and competitiveness of existing compensation programs. ◦ Improves implementation processes of different compensation programs, e.g. executive compensation. ◦ Adjusts the organization's compensation policies based on market trends and industry policies.
	<p>Level 4 - Subject matter depth and breadth</p>	<ul style="list-style-type: none"> ◦ Leads in aligning compensation strategies with overall organizational strategies. ◦ Establishes organizational best practices for compensation program design. ◦ Develops standard compensation program implementation processes that are suitable for the whole industry. ◦ Monitors the market trends and industry directions of compensation management. ◦ Champions organizational adoption of new methodologies and technologies for compensation management. ◦ Elaborates on key issues of existing industry compensation policies; makes recommendations accordingly.

Compensation Management Skill – Learning References

 Consistent Skill Code	Competency Code: THR200		Competency Name: Compensation Management		
	Learning References		15		
	Book	BK-0417: Business Ethics: A Global and Managerial Perspective + ISBN #			
	Book	BK-0833: Compensation and Motivation + ISBN #			
	Book	BK-3011: Rewarding Excellence: Pay Strategies for the New Economy + ISBN #			
	Publication	PUB-HRDR: Human Resource Development Review + Internet URL			
	Govt web Site	GOV-DOL: Department of Labor + Internet URL			
	Organization	ORG-ACOM: American Compensation Association + Internet URL			
	Organization	ORG-ECFC: Employers Council on Flexible Compensation + Internet URL			
	Organization	ORG-IFEFP: International Foundation of Employee Benefit Plans + Internet URL			
	Organization	ORG-SHRM: Society for Human Resource Mgmt. (SHRM) + Internet URL			
	Organization	ORG-WAW: World at Work + Internet URL			
	Training Site	TR-005: Strategic Issues in Compensation + Internet URL			
	University Site	UNV-BOS: Boston University + Internet URL			
	Vendor Site	VND-AHI: AHI's Employment Law Resource Center + Internet URL			
	Vendor Site	VND-CPM: Compensation Venture Group, Inc. + Internet URL			
Web Site	WEB-HRLAW: Human Resource Law Index + Internet URL				

Compensation Management Skill – Development Statements (SMART Goals)

 Consistent Skill Code	Competency Code: THR200		Competency Name: Compensation Management	
	Development Statement Group	Development Statement Name	Development Statement Description	
	Quantitative	Implement Compensation Packages	Implement compensation packages for 2 business units each month next year.	
	Quantitative	Conduct Salary Survey Activities	Conduct job analysis and salary survey activities for 3 business units within the next month.	
	Qualitative	Design a Compensation Program	Design an organizational compensation program (e.g. executive compensation) in one month.	
	Qualitative	Evaluate a Compensation Program	Evaluate the effectiveness and competitiveness of an existing compensation program in 3 weeks.	
	Quantitative	Solve Compensation Issues	Solve 85% of compensation issues (e.g. pay structure) raised by the organization's management team each month next year.	

Compensation Management Skill – Coaching Tips



Consistent Skill Code

Competency Code: THR200		Competency Name: Compensation Management
Coaching Tip Group	Coaching Tip Name	Coaching Tip Description
Professional Development	Attend Compensation Policies Training	Attend training sessions or conferences to learn about the latest industry compensation policies.
Career Building	Assist in Compensation Program Development	Assist senior level colleagues in developing an organizational executive compensation program.
Improving Operations	Consult Compensation Management Experts	Consult experts on how to improve the organization's productivity and competitiveness through compensation management.
Improving Operations	Document Compensation Issues and Solutions	Document common compensation issues that are raised by the organization's management team and their associated solutions.
Relationship Building	Organize HR Seminars	Organize seminars for employees from HR and business units to enhance their relationships.

Compensation Management Skill – Interview Questions



Consistent Skill Code

Competency Code: THR200		Competency Name: Compensation Management
Interview Question Group	Interview Question Name	Interview Question Description
Fit	Experience with Compensation Programs	What kinds of compensation programs have you designed?
Knowledge	Describe Compensation Regulations	Describe the main industry and government regulations governing compensation.
Problem	Compensation Issues from Management	What are common compensation issues that are raised by the organization's management team?
Solution	Improve the Compensation Implementation Process	How did you improve the organization's compensation program implementation process?
Results	Compensation Program's Impacts	What were the impacts of a compensation program you implemented on the business's overall performance?



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