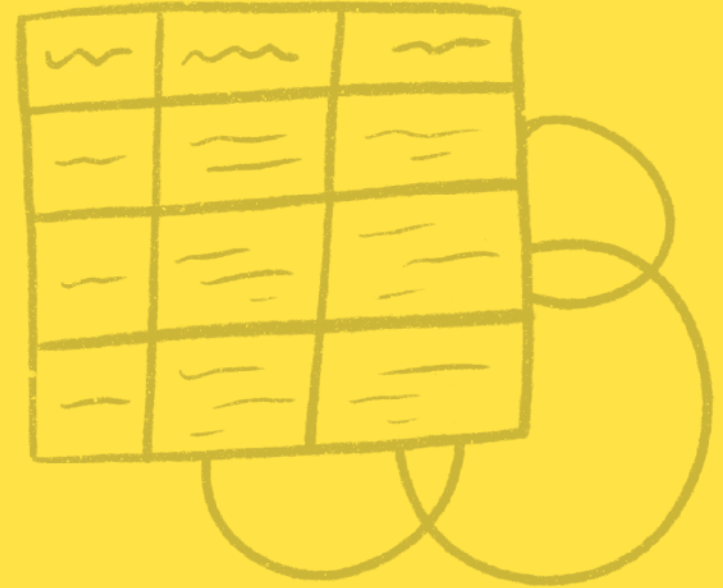


# Matrix

(External)



# Revised Matrix: Core Contributor

*Includes potential management and individual contributor attributes*

Parameters	Intern (Level 1)	Associate I (Level 2)	Associate II (Level 3)	Senior Associate I (Level 4)	Senior Associate II (Level 5)
Overview	College-level or recently completed degree position. Performs routine tasks as directed.	First full-time position. Performs routine tasks as directed.	Mid-level position. Performs general tasks and completes routine assignments.	Senior-level position. Performs complex tasks.	Highest-level non-management role. Performs advanced tasks.
Organizational Impact	Acquiring new skills and gaining an understanding of role responsibilities.	Acquiring new skills and gaining an understanding of role responsibilities.	Developing proficiency in role. Applies skills to the completion of assigned tasks.	Fully proficient in role. Applies skills to complete a broad range of tasks.	Advanced skill set within role. Leverages skills to establish new techniques or approaches.
	<b>Respects the different viewpoints of others; obtains a range of perspectives to reflect diversity in the firm's work; considers the identities and experiences of audience members when conceptualizing messages.</b>				
Scope of Leadership	Closely supervised with little latitude for independent judgment.	Closely supervised with little latitude for independent judgment.	Moderate supervision with some latitude for independent judgment. Receives assistance to complete more complex assignments.	Limited supervision with latitude for independent judgment. Regularly completes assignments with little or no assistance. May assist less-experienced team members.	Minimal supervision with considerable latitude for independent judgment. Completes difficult assignments without assistance. Mentors less-experienced team members and assists supervisors.
	<b>Seeks and embraces cultural perspectives of others; challenges prejudice and cultural assumptions; upholds the firm's vision for honoring diversity, equity, and inclusion.</b>				
	<b>Anticipates - and addresses - potential impact on clients of deficiencies in the team's cultural literacy.</b>				
Knowledge	Typically requires little to no related experience.	Typically requires bachelor's degree* and up to 2 years of relevant experience, or a master's degree and up to 1 year of relevant experience.	Typically requires a bachelor's degree and at least 2 years of relevant experience, or a master's degree and up to 2 years of relevant experience.	Typically requires a bachelor's degree and 4+ years of related experience, or a master's degree and 2+ years of relevant experience.	Typically requires a bachelor's degree and 6+ years of related experience, or a master's degree and 4+ years of relevant experience.

*Advancement beyond Senior Associate II (Level 5) requires recognition as a subject matter expert within discipline or a promotion to management levels.*

*\*References throughout to bachelor's and master's degrees include the international equivalent.*

# Revised Matrix: Management

Parameters	Director I (Level 6)	Director II (Level 7)	Senior Director I (Level 8)	Senior Director II (Level 9)	Vice President (Level 10)
Overview	First-level leadership. Coordinates and leads daily team activities. May spend a portion of time performing the work of those they supervise. May also be called Team Lead.	Report to senior director. Manages activities of team including supervisors and/or individual contributors. May also manage a process or function along with having direct reports.	Report to senior director or VP. Manages activities of team including supervisors and/or individual contributors. Also manage a process or function along with having direct reports.	Reports to executive (VP and above). Leads the work of functional area or portfolio of contracts.	Reports to a principal. Leads the work of functional area(s) through subordinate directors and/or managers.
Organizational Impact	Works within established guidelines, processes, and procedures. May recommend improvements to achieve team goals. Failure to achieve goals may impact team deadlines and results.	Works within established guidelines, processes, and procedures, but has some latitude to make decisions to achieve defined goals. Failure to achieve objectives will have significant impact on unit and the organization.	Assists executives and/or other senior directors in defining organizational goals and strategic plans. Failure to achieve objectives will have major impact on unit and the organization.	Assists executives and/or other senior directors in defining organizational goals and strategic plans. Failure to achieve goals will have critical impact on success of functional area and organization.	Assists principals in defining organizational goals and strategic plans. Failure to achieve goals will have critical impact on success of functional area(s) and organization.
	Promotes various approaches and styles of thought to reach desired outcomes; incorporates cognitive diversity of team into the firm's culture and work, and to solve problems.				
Scope of Leadership	Supervises the work of individual contributors. Assists with management decisions and activities. Typically does not have responsibility for hiring or firing but may provide feedback.	Manages the work efforts of supervisors/individual contributors. Contributes to hiring, firing, and performance appraisal decisions. Makes decisions based on unit objectives, as well as company policies and procedures.	Develops guidelines, processes, and procedures for assigned functional area. Contributes to hiring, firing, and performance appraisal decisions. Makes decisions based on business objectives and allocated resources.	Develops guidelines, processes, and procedures for assigned functional area. Responsible for resource allocation, including budget and personnel. Makes strategic decisions based on company goals and objectives. Contributes to hiring, firing, and performance appraisal decisions.	Develops guidelines, processes, and procedures for assigned functional area(s) through subordinate directors. Responsible for resource allocation, including budget and personnel. Makes strategic decisions based on company goals and objectives. Responsible for hiring, firing, performance appraisals, and pay reviews.
	Embraces the cultural perspectives of others; fosters environment of belonging; coaches and delegates responsibilities to create equal opportunities for team members to expand their knowledge and participate equally; demonstrates a commitment to supporting the firm's diversity, equity, and inclusion efforts.				
Knowledge	Working knowledge of team function within the organization. Typically requires a bachelor's degree* and 8+ years of relevant experience, or a master's degree and 6+ years of relevant experience.	Broad knowledge of the field with demonstrated leadership skills. Typically requires a bachelor's degree and 10+ years of relevant experience, or a master's degree and 8+ years of relevant experience.	Broad knowledge of the field with proven leadership skills. Typically requires a bachelor's degree and 12+ years of relevant experience, or a master's degree and 10+ years of relevant experience.	Extensive business knowledge with comprehensive understanding of the organization and functional area. Advanced leadership skills. Typically requires a bachelor's degree and 14+ years of relevant experience, or a master's degree and 12+ years of relevant experience.	Expert business knowledge with comprehensive understanding of the organization and functional area(s). Advanced leadership skills. Typically requires a bachelor's degree and 16+ years of relevant experience, or a master's degree and 14+ years of relevant experience.

# Revised Matrix: Tech & Individual Contributor

Parameters	Director I (Level 6)	Director II (Level 7)	Senior Director I (Level 8)	Senior Director II (Level 9)	Vice President (Level 10)
Overview	Career-level position within field. Considered highly skilled and proficient in discipline.		Recognized as advanced individual contributor with specialized skill set. Considered subject matter expert within discipline.		Recognized as expert within field. Requires highly specialized skill set. Knowledgeable of emerging trends and influences best practices within discipline.
Organizational Impact	Conducts complex work important to the organization. Contributes to measurable team and/or organizational objectives.		Conducts highly complex and expert-level work. Failure would result in significant impact to the organization.		Conducts the most complex and vital work. Failure would result in critical impact to the organization.
	Promotes various approaches and styles of thought to reach desired outcomes; incorporates cognitive diversity of team into the firm’s culture and work, and to solve problems.				
Scope of Leadership	Minimal supervision with wide latitude for independent judgment. May assist less-experienced team members.		Works without supervision. Extensive latitude for independent judgment. Mentors less-experienced team members.		Works without supervision. Complete latitude for independent judgment. Mentors less-experienced team members and displays leadership as needed.
	Embraces the cultural perspectives of others; fosters environment of belonging; coaches and delegates responsibilities to create equal opportunities for team members to expand their knowledge and participate equally; demonstrates a commitment to supporting the firm’s diversity, equity, and inclusion efforts.				
Knowledge	Typically requires a bachelor's degree and 8+ years of relevant experience, or a master's degree and 6+ years of relevant experience.	Typically requires a bachelor's degree and 10+ years of relevant experience, or a master's degree and 6+ years of relevant experience.	Typically requires a bachelor's degree and 12+ years of relevant experience, or a master's degree and 10+ years of relevant experience.	Typically requires a bachelor's degree and 14+ years of relevant experience, or a master's degree and 12+ years of relevant experience.	Typically requires a bachelor's degree and 16+ years of relevant experience, or a master's degree and 14+ years of relevant experience.