

Towers Watson Philippines

Development of a Compensation and Position Classification System for Government Owned or Controlled Corporations

Position Classification Guide

1. The Position Classification System

Step 1: Classification of GOCC by Overall Size

To ensure consistent classification of jobs, GOCCs shall be classified by their overall size. This size will determine the Job Grades of the top positions in the GOCC; the size of the organization will also serve as the Job Grade of the CEO or top-most Executive of the GOCC.

The size of the organization is based on the grades of three dimensions:

The overall size of the organization is determined by getting the average Grade of the following three measures:

- a. **Company Financials**
- b. **Number of Full-Time Equivalent (FTE) Employees**
- c. **Geographical Scope and Business Complexity**

Should the resulting grade be a decimal number (e.g., 18.5), it was rounded off to the nearest whole number (e.g., from 18.49 to 18; from 18.5 to 19). The resulting Grade shall determine the GOCCs' size classification, as described below:

Exhibit 1: GOCC Size Classification Based on Average Grade

Classification	Average Grade
Small	16
Medium	17 to 18
Large	19 and Up

If an organization is made up of more than one business unit, the size of the parent and qualified subordinate entities should be determined using this approach. In order for a subordinate entity (e.g., subsidiary, division, or region) to qualify as a business unit, it must have all of the following:

- a. A distinct Profit and Loss
- b. Most or all of the main functions (finance, information technology, human resources, marketing, sales, production/operations, and logistics [note: service organizations may not have production/operations and logistics functions]). Therefore, a subordinate entity would not qualify as a business unit if many of the main functions are managed by the parent or a shared services center.
- c. A Profit Center Head who is primarily accountable for the development and execution of the subordinate entity's strategy and the achievement of business results

Note: Incumbents in subordinate entities that **do not** qualify as business units should be assigned a job grade in the context of the size of their parent entity.

During the development of the CPCS, it was assumed that all GOCCs are considered business units.

Step 1A: Company Financials

Company Financials shall be based on the average of the prior three (3) full years' audited financial statements.

Exhibit 2: GOCC Grade Based on Financial Range

GOCC Grade	Financial Range (Php)
16	< 3.0 billion
17	≥ 3.0 billion and < 6.5 billion
18	≥ 6.5 billion and < 22.0 billion
19	≥ 22.0 billion and < 43.5 billion
20	≥ 43.5 billion and < 87.5 billion
21	≥ 87.5 billion and < 218.0 billion
22	≥ 218.0 billion and < 436.5 billion
23	≥ 436.5 billion and < 2.0 trillion
24	≥ 2.0 trillion and < 4.0 trillion
25	≥ 4.0 trillion

The computation of Company Financials shall be dependent on the classification of the GOCC:

- (a) Banking and Financial Institutions: Total Operating Income (Net Interest Income + Net Fee Income + Trading Income + Other Income)
- (b) Life Insurance: Present Value of New Business Premiums
- (c) General Insurance (Property & Casualty): Gross Written Premiums
- (d) Other Revenue-Generating Organizations: Total Revenues
- (e) Non-Profit Organization: Operating Budget

In instances where a GOCC has subsidiaries, the data of the subsidiaries should be added to that of the GOCC before determining the corresponding grade.

It should be noted that for the purposes of CPCS design the latest financial data that was available for a full fiscal year was utilized. However, it was agreed upon that for CPCS implementation, the average financial data of the last three fiscal years will be taken into consideration to minimize the effect of significant changes or differences in the financial data in a given year.

Step 1B: Number of FTE Employees

GOCCs shall have a grade based on the number of FTE Employees as follows:

Exhibit 3: GOCC Grade Based on FTE Employees

GOCC Grade	No. of FTE Employees
16	Up to 89
17	90 to 240

GOCC Grade	No. of FTE Employees
18	241 to 620
19	621 to 1,600
20	1,601 to 4,100
21	4,101 to 10,600
22	10,601 to 27,500
23	27,501 to 75,000
24	75,001 to 200,000
25	More than 200,000

In instances where a GOCC has subsidiaries, the data of the subsidiaries should be added to that of the GOCC before determining the corresponding grade.

Step 1C: Geographical Scope and Business Complexity

The grade for the GOCC's Geographical Scope and Business Complexity shall be determined as follows:

Step 1C.1: Geographical Scope

- (a) *Domestic* if majority of operations are based in a single country or a small cluster of countries within one region
- (b) *International* if the organization is characterized by *multi-function* operations across an entire region or in several countries in two continents.
- (c) *Global* if the majority of functions are represented across three or more continents.

All GOCCs are automatically classified as domestic unless there is clear and substantial basis to classify the GOCC's actual operations otherwise.

Step 1C.2: Business Complexity

The complexity of a GOCC's business operations shall be determined on two levels:

- (a) *First Level (Control)*, whether the GOCC Governing Board maintains end to end control of how it will exercise its business judgment in engaging in such activities and does not rely on another GOCC for setting policy and/or strategy.
- (b) *Second Level (Operations)*, if the GOCC's operations involve one or more of the following activities:
 - i. Regulatory; and/or
 - ii. Revenue-Generation; and/or
 - iii. Social Services.

All GOCCs are automatically presumed to perform Social Services activities.

Based on the foregoing levels, the complexity of the GOCC's business operations shall be categorized as follows:

Exhibit 4: Complexity Based on Business Operations

Category	Description
Low	<ol style="list-style-type: none"> 1. GOCC Governing Board does not have end to end control of the business. 2. GOCC's operations involve only one or two of the activities specified above <p style="text-align: center;">OR</p> <ol style="list-style-type: none"> 1. GOCC Governing Board has end to end control of the business. 2. GOCC's operations involve only one of the activities specified above.
Medium	<ol style="list-style-type: none"> 1. GOCC Governing Board does not have end to end control of the business. 2. GOCC's operations involve all three of the activities specified above. <p style="text-align: center;">OR</p> <ol style="list-style-type: none"> 1. GOCC Governing Board has end to end control of the business. 2. GOCC's operations involve only two of the activities specified above.
High	<ol style="list-style-type: none"> 1. GOCC Governing Board has end to end control of the business. 2. GOCC's operations involve all three of the activities specified above.

A GOCC is considered to maintain end to end control of its business, including the design, creation, sale and support of products and/or services, as enumerated below. If an organization performs more than one type of activity, it must meet the criterion for all the types of activities being performed. It is assumed that each GOCC, by nature of being a government owned and controlled corporation, performs social services activities.

(a) For **regulatory** activities, end to end control entails:

- Interpretation of laws and policies
- Establishment or interpretation of implementing rules and guidelines
- Communication and promulgation of policies, implementing rules and regulations
- Inspection and enforcement to ensure compliance
- Implementation of sanctions for non-compliance
- Issuances of permits and licenses, including record-keeping and documentation
- Control of all support functions (i.e. HR, IT, Finance)

(b) For **revenue-generation** activities, end to end control entails:

- Design and conceptualization of the products/services

- Manufacturing and production of the products/services
- Sales and marketing
- Logistics involved in delivering the products/services to the end customer
- Customer service
- Control of all support functions (i.e. HR, IT, Finance)

(c) For **social services** activities, end to end control entails:

- Creation and conceptualization of the service, including development of the business case/feasibility study for implementing the service
- Sourcing of funds for the projects, whether it is from national government or private sources
- Delivery of services to the end consumers, including the daily operations of the organization
- Implementation of the projects proposed
- Monitoring of the success of projects implemented and completed
- Control of all support functions (i.e. HR, IT, Finance)

Using the ratings for Geographical Scope and Diversity/Complexity, the GOCC shall be assigned a Grade as follows:

Exhibit 5: Geographic Scope and Business Complexity Grade Matrix

Geographical Scope	Global)	20	22	24
	International	19	21	23
	Domestic	16	18	20
		Low	Medium	High
		Business Complexity		

Official Classification of GOCC – The Classification of a GOCC based on the foregoing Factors shall be based only on an official certification issued by the GCG upon an application by a GOCC covered by supporting instruments, such as audited financial statements for the previous three (3) years, certified listing of FTE Employees, etc

Change in Classification of Overall Size – GCG may change a GOCC's classification *motu proprio* or upon the formal application and demonstration by the GOCC that its position in any of the aspects has changed resulting in a change in its overall size.

Step 2: Classification of Jobs

Using available job documentation, evaluate the jobs using this reference manual. Understand carefully the descriptions or definitions for each band, career level and job

grade and find the descriptions closest to the responsibilities, scope and content of the jobs being evaluated. Each job must be rated according to the following steps:

1. Determine the **Career Band** of the job (e.g. Supervisory/ Management, Professional, etc.)
2. Determine the **Career Level** within the Career Band by looking at the closest fit or match (e.g. For Management – M1, M2, M3 or for Professional – P3, P4, P5)
3. Determine the **Job Grade** (JG) within the Career Level by looking at the closest fit or match (e.g. For M1 – JG 10 or JG11, For M2 – JG12 or JG13)

In order to maintain consistency in the position classification process, the following guidelines are recommended:

1. Base the classification of the job on available documentation, to help ensure the validity of the process.
2. Think job, not jobholder. Do not reference individuals or personalities, as the job grade should not change if the jobholder changes.
3. Think of normal situations, not extraordinary or worst case scenarios.
4. Think of jobs that are relatively higher or lower than the job being evaluated, to help evaluate the job in the context of the organization.
5. When in doubt, be conservative. It is easier to raise a job to a higher level, than it is to reduce it to a lower level.

Step 2A: Assigning a Career Band

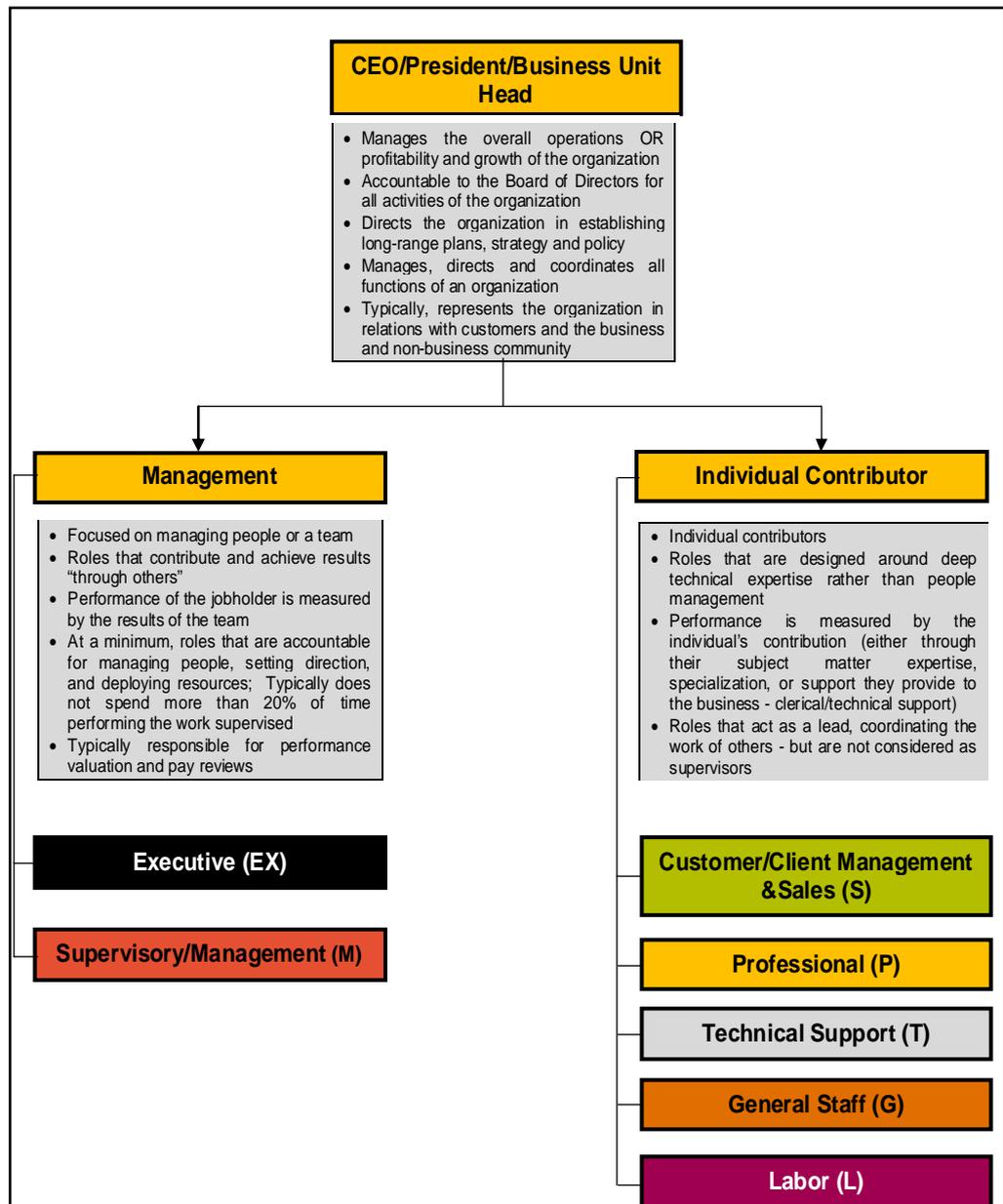
Career bands are relative groupings of jobs to help determine the nature (i.e., either management or individual contributor) and assess the level of contribution of a particular role in the organization.

The Career Bands are grouped as follows:

1. CEO/President/Business Unit Head;
2. Management:
 - (a) Executive
 - (b) Supervisory/Management
3. Individual Contributor:
 - (a) Customer/Client Management and Sales
 - (b) Professional
 - (c) Technical Support
 - (d) General Staff
 - (e) Labor

The Career Band of a particular job may be determined by applying a series of questions through a decision tree:

Exhibit 6: Career Band Decision Tree



Use the following descriptors, in conjunction with the decision tree, to determine the appropriate Career Band for each job:

Exhibit 7: Career Band Descriptors

Executive (EX)	<ul style="list-style-type: none"> • Typically, the most senior level within a major function who is primarily involved in the development, evolution and approval of long-term vision across a market function, division, region, or country • Typically, one down of CEO/President/Business Unit Heads • May be a board or executive committee member or will have a comparable level of influence • Impacts broader organization performance directly • Main focus is on strategy setting (either for the entire organization or a major function/division of the organization) • Correspond to Job Grades 15 and above
Supervisory/ Management (M)	<ul style="list-style-type: none"> • Implements organization strategies through the effective direction and management of resources • Sets discipline or area strategy consistent with established organization strategies • Focused on policy making and/or implementation, ensuring compliance with organization policies • Accountable for managing people, setting direction and deploying resources • Accountable for business, functional, or operational areas, processes, or programs • Correspond to Job Grades 10 to 17
Customer/Client Management & Sales (S)	<ul style="list-style-type: none"> • Primarily involved in direct contact with customers/clients to acquire new business or develop existing business or accounts • Participates in sales presentations, developing bids, and responding to proposals • At senior levels, likely to set/negotiate product/service terms (contracts) • A portion of their compensation is likely to be based on sales results • Correspond to Job Grades 8 to 17
Professional (P)	<ul style="list-style-type: none"> • Work is primarily achieved by an individual or through project teams • Roles that are typically filled by qualified professionals who are expected to use their judgment to apply expertise gained through education and/or experience • Roles that are expected to work independently with minimal supervision • Progression within the career band is defined by increasing depth of professional knowledge, project management, and ability to influence others • Entry-level jobs within the Professional Career Band typically require a university degree or equivalent work experience that provides knowledge of and exposure to fundamental theories, principles, and concepts

	<ul style="list-style-type: none"> Typically requires mastery of a specialized field of expertise related to a professional qualification which may be in the form of a professional certification (e.g., Engineers, CPA, etc.) Correspond to Job Grades 8 to 17
Technical Support (T)	<ul style="list-style-type: none"> Performs technical tasks required to support ongoing business operations (e.g., technicians, IT administrators) Requires vocational training or the equivalent experience, but does not require a university degree Skilled technician in a hands-on environment, often highly specialized Correspond to Job Grades 5 to 10
General Staff (G)	<ul style="list-style-type: none"> Supports the business through performing clerical/administrative support tasks Work is typically rule-based, covered by standard operating procedures, and jobholder has very limited opportunity to deviate from agreed processes and standards Requires vocational training or the equivalent experience, but does not require a university degree Correspond to Job Grades 4 to 9
Labor (L)	<ul style="list-style-type: none"> Performs operational, craft or manual tasks Performs tasks according to established procedures, with limited opportunity for independent decision-making Typically performs unskilled or semi-skilled work Correspond to Job Grades 2 to 7

Step 2B: Assigning a Career Level and Job Grade

The following General Alignment Map of Job Grades to Career Levels provides an overview of how Job Grades align with Career Levels, without reflecting the impact of the GOCC's Classification by Overall Size. This exhibit does not reflect the impact that organization size has on the Job Grades, Career Levels and typical alignment.

Exhibit 8: General Alignment of Career Levels and Job Grades

GENERAL ALIGNMENT OF JOB GRADES TO CAREER LEVELS																														
Revenue (USD)															Revenue (USD)															
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	USD75m	USD150m	USD500m	USD1bn	USD2bn	USD5bn	USD10bn	USD50bn	USD100bn							
FTE (Full Time Equivalent) Employees															16	17	18	19	20	21	22	23	24	25						
															90	240	620	1.6K	4.1K	10.6K	27.5K	75K	200K							
															Executive Senior Management (EX)															
															15	16	17	18	19	20	21	22	23	24	25					
															Supervisory/Management (M)															
															M1	M2	M3	M4	M5											
															Supervisor	Manager	Sr. Manager	Group Mgr.	Sr. Group Mgr.											
															Professionals (P)															
															P1	P2	P3	P4	P5	P6										
															Entry	Interm.	Career	Specialist	Master	Renowned Expert										
															Customer & Client Mgmt, Sales Professionals (S)															
															S1	S2	S3	S4	S5	S6										
															Entry	Interm.	Career	Expert	Sr. Expert	Elite Expert										
															Technical Support (T)															
															T1	T2	T3	T4												
															Entry	Interm.	Senior	Lead												
															General Staff (G)															
															G1	G2	G3	G4												
															Entry	Interm.	Senior	Lead												
															Labor (L)															
															L1	L2	L3	L4												
															Entry	Intermediate	Senior	Lead												

The following exhibit reflects the impact of the organization size on the Job Grades and Career Bands of the Executive Level.

Exhibit 9: Organization Size Alignment Map

GENERAL ALIGNMENT OF GLOBAL GRADES TO CAREER LEVELS																																
Revenue (USD)															FTE (Full Time Equivalent) Employees																	
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25								
															USD75m	USD150m	USD300m	USD1bn	USD2bn	USD5bn	USD10bn	USD50bn	USD100bn	90	240	620	1.6K	4.1K	10.6K	27.5K	75K	200K
Organization Size Global Grade 23 - 25																Executive GG25																
																17	18	19	20	21	22	23	24	25								
																Executive GG24																
																17	18	19	20	21	22	23	24									
																Executive GG23																
																17	18	19	20	21	22	23										
															Supervisory/Management (M)																	
															M1	M2	M3	M4	M5													
															Professionals (P)																	
															P1	P2	P3	P4	P5	P6												
															Customer/Client Management and Sales Professionals (S)																	
															S1	S2	S3	S4	S5	S6												
Organization Size Global Grade 20 - 22																Executive GG22																
																16	17	18	19	20	21	22										
																Executive GG21																
																16	17	18	19	20	21											
																Executive GG20																
																16	17	18	19	20												
															Supervisory/Management (M)																	
															M1	M2	M3	M4														
															Professionals (P)																	
															P1	P2	P3	P4	P5	P6												
															Customer/Client Management and Sales Professionals (S)																	
															S1	S2	S3	S4	S5	S6												
Organization Size Global Grade 18 - 19																Executive GG19																
																15	16	17	18	19												
																Executive GG18																
																15	16	17	18													
																Supervisory/Management (M)																
																M1	M2	M3	M4													
															Professionals (P)																	
															P1	P2	P3	P4	P5	P6												
															Customer/Client Management and Sales Professionals (S)																	
															S1	S2	S3	S4	S5	S6												
Organization Size Global Grade 16 - 17																Executive GG17																
																15	16	17														
																Exec. GG16																
																15	16															
																Supervisory/Management (M)																
																M1	M2	M3														
															Professionals (P)																	
															P1	P2	P3	P4	P5													
															Customer/Client Mgmt and Sales Professionals (S)																	
															S1	S2	S3	S4	S5													

*Global Grades/GG refer to Job Grades/JG

In order to classify a particular job, refer to the following Career Level and Job Grade descriptors. Select the Career Level and Job Grade whose descriptors provide the closest match to the responsibilities and content of the job.

Exhibit 10: Summary Descriptions for Executive Jobs Based on GOCC Classification by Overall Size

Executive Career Band

Function Executives – Average Grade 25 Organization

Executives primarily involved in the development, evolution and approval of the long-term vision for the business, its functions, and subfunctions or functional disciplines. Identifies implications of overall business strategy for area managed and leads development of functional/subfunctional strategy.

Job Grade

24	<ul style="list-style-type: none"> • Typically the COO/President and/or in some organizations the CFO • Plays a direct role in shaping the strategy and external image of the entire business • Sits on the Executive Leadership Team or equivalent decision-making body • Typically reports directly to the CEO
23	<ul style="list-style-type: none"> • Manages multiple corporate functions or a critical function representing a core business activity with a major impact on business performance • Plays a direct role in shaping the strategy and external image of the entire business • Typically sits on the Executive Leadership Team or equivalent decision-making body • Typically reports directly to the CEO
22	<ul style="list-style-type: none"> • Head of a large or key function with a direct impact on business performance • Significantly influences strategic policy for the entire business • May sit on the Executive Leadership Team or equivalent decision-making body • Typically reports to the CEO/Profit Center Head or a COO/President
21	<ul style="list-style-type: none"> • Head of a mid- to large function with a direct impact on business performance • Sets functional strategy and contributes to strategic policy for the entire business • Typically reports to the CEO/Profit Center Head or a COO/President
20	<ul style="list-style-type: none"> • Top Functional Executive in charge of a function providing infrastructure for the business or impacting business performance indirectly • Primarily involved in setting functional strategy • Typically reports into Regional/Divisional Head or a COO/President
19	<ul style="list-style-type: none"> • Top Functional Executive within a very large geography or key division of the business or in charge of a corporate discipline • Typically manages a significant proportion of total staff in the function and/or significantly influences functional strategy • Typically reports into Functional Head or Regional/Divisional/Country Head
18	<ul style="list-style-type: none"> • Top Functional Executive within a large geography or main division of the business or in charge of a small corporate discipline • Typically manages a significant proportion of total staff in the function

	and/or significantly influences functional strategy
	<ul style="list-style-type: none">• Typically reports into Functional Head or Subregion/Divisional/Country Head
17	<ul style="list-style-type: none">• Top Functional Executive within a geography or division of the business or in charge of a small corporate discipline• Significantly influences functional strategy• Typically reports into Functional Head or Subregion/Divisional/Country Head

Executive Career Band (continued)

Function Executives – Average Grade 24 Organization

Executives primarily involved in the development, evolution and approval of the long-term vision for the business, its functions, and subfunctions or functional disciplines. Identifies implications of overall business strategy for area managed and leads development of functional/subfunctional strategy.

Job Grade

23	<ul style="list-style-type: none"> • Typically the COO/President and/or in some organizations the CFO • Plays a direct role in shaping the strategy and external image of the entire business • Sits on the Executive Leadership Team or equivalent decision-making body • Typically reports directly to the CEO
22	<ul style="list-style-type: none"> • Manages multiple corporate functions or a critical function representing a core business activity with a major impact on business performance • Plays a direct role in shaping the strategy and external image of the entire business • Typically sits on the Executive Leadership Team or equivalent decision-making body • Typically reports directly to the CEO/Profit Center Head
21	<ul style="list-style-type: none"> • Head of a large or key function with a direct impact on business performance • Significantly influences strategic policy for the entire business • May sit on the Executive Leadership Team or equivalent decision-making body • Typically reports to the CEO/Profit Center Head or a COO/President
20	<ul style="list-style-type: none"> • Head of a mid- to large function with a direct impact on business performance • Sets functional strategy and contributes to strategic policy for the entire business unit • Typically reports to the CEO/Profit Center Head or a COO/President
19	<ul style="list-style-type: none"> • Top Functional Executive within a very large geography or key division of the business or in charge of a corporate discipline • Typically manages a significant proportion of total staff in the function and/or significantly influences functional strategy • Typically reports into Functional Head or Regional/Divisional/Country Head
18	<ul style="list-style-type: none"> • Top Functional Executive within a large geography or main division of the business or in charge of a small corporate discipline • Typically manages a significant proportion of total staff in the function and/or significantly influences functional strategy • Typically reports into Functional Head or Subregion/Divisional/Country Head
17	<ul style="list-style-type: none"> • Top Functional Executive within a geography or division of the business or in charge of a small corporate discipline • Significantly influences functional strategy • Typically reports into Functional Head or Subregion/Divisional/Country Head

Executive Career Band (continued)

Function Executives – Average Grade 23 Organization

Executives primarily involved in the development, evolution and approval of the long-term vision for the business, its functions, and subfunctions or functional disciplines. Identifies implications of overall business strategy for area managed and leads development of functional/subfunctional strategy.

Job Grade

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- | | |
|-----------|---|
| 22 | <ul style="list-style-type: none"> ● Typically the COO/President and/or in some organizations the CFO ● Plays a direct role in shaping the strategy and external image of the entire business ● Sits on the Executive Leadership Team or equivalent decision-making body ● Typically reports directly to the CEO/Profit Center Head |
|-----------|---|
-
- | | |
|-----------|--|
| 21 | <ul style="list-style-type: none"> ● Manages multiple corporate functions or a critical function representing a core business activity with a major impact on business performance ● Plays a direct role in shaping the strategy and external image of the entire business ● Typically sits on the Executive Leadership Team or equivalent decision-making body ● Typically reports directly to the CEO/Profit Center Head |
|-----------|--|
-
- | | |
|-----------|--|
| 20 | <ul style="list-style-type: none"> ● Head of a large or key function with a direct impact on business performance ● Significantly influences strategic policy for the entire business ● May sit on the Executive Leadership Team or equivalent decision-making body ● Typically reports to the CEO/Profit Center Head or a COO/President |
|-----------|--|
-
- | | |
|-----------|--|
| 19 | <ul style="list-style-type: none"> ● Top Functional Executive in charge of a function providing infrastructure for the business or impacting business performance indirectly ● Primarily involved in setting functional strategy ● Typically reports into Regional/Divisional Head or a COO/President |
|-----------|--|
-
- | | |
|-----------|---|
| 18 | <ul style="list-style-type: none"> ● Top Functional Executive within a large geography or main division of the business or in charge of a small corporate discipline ● Typically manages a significant proportion of total staff in the function and/or significantly influences functional strategy ● Typically reports into Functional Head or Subregion/Divisional/Country Head |
|-----------|---|
-
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|-----------|---|
| 17 | <ul style="list-style-type: none"> ● Top Functional Executive within a geography or division of the business or in charge of a small corporate discipline ● Significantly influences functional strategy ● Typically reports into Functional Head or Subregion/Divisional/Country Head |
|-----------|---|
-

Executive Career Band (continued)

Function Executives – Average Grade 22 Organization

Executives primarily involved in the development, evolution and approval of the long-term vision for the business, its functions, and subfunctions or functional disciplines. Identifies implications of overall business strategy for area managed and leads development of functional/subfunctional strategy.

Job Grade

21	<ul style="list-style-type: none"> • Typically the COO/President and/or in some organizations the CFO • Plays a direct role in shaping the strategy and external image of the entire business • Sits on the Executive Leadership Team or equivalent decision-making body • Typically reports directly to the CEO/Profit Center Head
20	<ul style="list-style-type: none"> • Manages multiple functions or a critical function representing a core business activity with a major impact on business performance • Plays a direct role in shaping the strategy and external image of the entire business • Typically sits on the Executive Leadership Team or equivalent decision-making body • Typically reports directly to the CEO/Profit Center Head
19	<ul style="list-style-type: none"> • Head of a large or key function with a direct impact on business performance • Significantly influences strategic policy for the entire business • May sit on the Executive Leadership Team or equivalent decision-making body • Typically reports to the CEO/Profit Center Head or a COO/President
18	<ul style="list-style-type: none"> • Top Functional Executive in charge of a function providing infrastructure for the business or impacting business performance indirectly • Primarily involved in setting functional strategy • Typically reports into Regional/Divisional Head or a COO/President
17	<ul style="list-style-type: none"> • Top Functional Executive within a large geography or main division of the business or in charge of a small corporate discipline • Typically manages a significant proportion of total staff in the function and/or significantly influences functional strategy • Typically reports into Functional Head or Subregion/Divisional/Country Head
16	<ul style="list-style-type: none"> • Top Functional Executive within a geography or division of the business or in charge of a small corporate discipline • Significantly influences functional strategy • Typically reports into Functional Head or Subregion/Divisional/Country Head

Executive Career Band (continued)

Function Executives – Average Grade 21 Organization

Executives primarily involved in the development, evolution and approval of the long-term vision across a function or area of specialization. Leads development of function strategy and establishes, implements, and maintains policies of the organization for area of responsibility.

Job Grade

20	<ul style="list-style-type: none">• Typically the COO/President and/or in some organizations the CFO• Plays a direct role in shaping the strategy and external image of the entire business• Sits on the Executive Leadership Team or equivalent decision-making body• Typically reports directly to the CEO/Profit Center Head
19	<ul style="list-style-type: none">• Manages multiple functions or a critical function representing a core business activity with a major impact on business performance• Plays a direct role in shaping the strategy and external image of the entire business• Typically sits on the Executive Leadership Team or equivalent decision-making body• Typically reports directly to the CEO/Profit Center Head
18	<ul style="list-style-type: none">• Head of a large or key function with a direct impact on business performance• Significantly influences strategic policy for the entire business• May sit on the Executive Leadership Team or equivalent decision-making body• Typically reports to the CEO/Profit Center Head or a COO/President
17	<ul style="list-style-type: none">• Top Functional Executive in charge of a function providing infrastructure for the business or impacting business performance indirectly• Primarily involved in setting functional strategy• Typically reports into Regional/Divisional Head or a COO/President
16	<ul style="list-style-type: none">• Top Functional Executive within a large geography or main division of the business or in charge of a small corporate discipline• Typically manages a significant proportion of total staff in the function and/or significantly influences functional strategy• Typically reports into Functional Head or Subregion/Divisional/Country Head

Executive Career Band (continued)

Function Executives – Average Grade 20 Organization

Executives primarily involved in the development, evolution and approval of the long-term vision across a function or area of specialization. Leads development of function strategy and establishes, implements, and maintains policies of the organization for area of responsibility.

Job Grade

-
- | | |
|-----------|---|
| 19 | <ul style="list-style-type: none">• Typically the COO/President and/or in some organizations the CFO• Plays a direct role in shaping the strategy and external image of the entire business• Sits on the Executive Leadership Team or equivalent decision-making body• Typically reports directly to the CEO/Profit Center Head |
| 18 | <ul style="list-style-type: none">• Head of a large or key function with a direct impact on business performance• Significantly influences strategic policy for the entire business• May sit on the Executive Leadership Team or equivalent decision-making body• Typically reports to the CEO/Profit Center Head or a COO/President |
| 17 | <ul style="list-style-type: none">• Top Functional Executive in charge of a function providing infrastructure for the business or impacting business performance indirectly• Primarily involved in setting functional strategy• Typically reports into Regional/Divisional Head or a COO/President |
| 16 | <ul style="list-style-type: none">• Top Functional Executive within a large geography or main division of the business or in charge of a small corporate discipline• Typically manages a significant proportion of total staff in the function and/or significantly influences functional strategy• Typically reports into Functional Head or Subregion/Divisional/Country Head |
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Executive Career Band (continued)

Function Executives – Average Grade 19 Organization

Executives primarily involved in the development, evolution and approval of the long-term vision across a function or area of specialization. Leads development of function strategy and establishes, implements, and maintains policies of the organization for area of responsibility.

Job Grade

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- | | |
|-----------|---|
| 18 | <ul style="list-style-type: none">● Manages multiple functions (e.g. COO, President, etc.) or a critical function representing a core business activity with a major impact on business performance● Plays a direct role in shaping the strategy and external image of the entire business● Sits on the Executive Leadership Team or equivalent decision-making body● Typically reports directly to the CEO/Profit Center Head |
| <hr/> | |
| 17 | <ul style="list-style-type: none">● Head of a large or key function with a direct impact on business performance● Significantly influences strategic policy for the entire business● May sit on the Executive Leadership Team or equivalent decision-making body● Typically reports to the CEO/Profit Center Head or a COO/President |
| <hr/> | |
| 16 | <ul style="list-style-type: none">● Top Functional Executive in charge of a function providing infrastructure for the business or impacting business performance indirectly● Primarily involved in setting functional strategy● Typically reports into Regional/Divisional Head or a COO/President |
| <hr/> | |
| 15 | <ul style="list-style-type: none">● Top Functional Executive within a geography or division of the business or in charge of a discipline● Significantly influences functional strategy● Typically reports into Functional Head or Subregion/Divisional/Country Head |
-

Executive Career Band (continued)

Function Executives – Average Grade 18 Organization

Executives primarily involved in the development, evolution and approval of the long-term vision across a function or area of specialization. Leads development of function strategy and establishes, implements, and maintains policies of the organization for area of responsibility.

Job Grade

- | | |
|-----------|--|
| 17 | <ul style="list-style-type: none">• Head of a large/key or multiple functions with a direct impact on business performance• Plays a direct role in shaping the strategy and external image of the entire business• Sits on the Executive Leadership Team or equivalent decision-making body• Typically reports directly to the CEO/Profit Center Head |
| 16 | <ul style="list-style-type: none">• Top Functional Executive in charge of a function providing infrastructure for the business or impacting business performance indirectly• Primarily involved in setting functional strategy• May report to CEO/Profit Center Head or Divisional or Country Head |
| 15 | <ul style="list-style-type: none">• Top Functional Executive within a geography or division of the business or in charge of a discipline• Significantly influences functional strategy• Typically reports into Functional Head or Divisional or Country Head |
-

Executive Career Band (continued)

Function Executives – Average Grade 17 Organization

Executives primarily involved in the development, evolution and approval of the long-term vision across a function or area of specialization. Leads development of function strategy and establishes, implements, and maintains policies of the organization for area of responsibility.

Job Grade

- | | |
|-----------|--|
| 16 | <ul style="list-style-type: none">● Head of a large/key or multiple functions with a direct impact on business performance● Plays a direct role in shaping the strategy and external image of the entire business● Sits on the Executive Leadership Team or equivalent decision-making body● Typically reports directly to the CEO/Profit Center Head |
| <hr/> | |
| 15 | <ul style="list-style-type: none">● Top Functional Executive in charge of a function providing infrastructure for the business or impacting business performance indirectly● Primarily involved in setting functional strategy● May report to CEO/Profit Center Head or Divisional or Country Head |
-

Executive Career Band

Function Executives – Average Grade 16 Organization

Executives primarily involved in the development, evolution and approval of the long-term vision across a function or area of specialization. Leads development of function strategy and establishes, implements, and maintains policies of the organization for area of responsibility.

Job Grade

- | | |
|-----------|--|
| 15 | <ul style="list-style-type: none">● Head of a large/key or multiple functions with a direct impact on business performance● Plays a direct role in shaping the strategy and external image of the entire business● Sits on the Executive Leadership Team or equivalent decision-making body● Typically reports directly to the CEO/Profit Center Head |
|-----------|--|
-

Exhibit 2B-11 Summary Descriptions for Non-Executive Jobs Based on GOCC Classification by Overall Size

Supervisory/Management Career Band

M5 Senior Group Manager (Job Grade 17)

- Applies only to large international or global organizations
- Provides leadership and direction through Group and/or Senior Managers
- Develops, adapts and executes functional or departmental strategy to achieve key business objectives in area of responsibility

M4 Group Manager (Job Grade 16)

- Provides leadership and direction through Senior Managers and Managers
- Is accountable for the performance and results of diverse disciplines or departments within a major region or division
- Adapts and executes functional or departmental business plans and contributes to the development of functional or departmental strategies

M3 Senior Manager (aligns with Job Grades 14 & 15)

- Provides leadership to managers, supervisors and/or professional staff
- Is accountable for the performance and results of multiple related units
- Develops departmental plans, including business, production and/or organizational priorities

Job Grade 15 Differentiator

- Looks beyond existing methodologies and own discipline to define and resolve complex problems
- Develops plans and delivers results in fast-changing businesses and/or regulatory environments
- Manages large, potentially diverse teams of managers and/or senior professionals

Job Grade 14 Differentiator

- Identifies applications of functional knowledge and existing methodologies to complex problems
- Manages large teams of professionals and/or junior managers

M2 Manager (aligns with Job Grades 12 & 13)

- Manages professional employees and/or supervisors or supervises large, complex technical support or business support (general staff) or production operations team (labor) (s)
- Is accountable for the performance and results of a team within own discipline or function
- Adapts departmental plans and priorities to address resource and operational challenges

Job Grade 13 Differentiators

- Accountable for the budget, performance and results of a medium-sized team or multiple small teams
- Exercises full management authority, including performance reviews, pay decisions, recruitment, discipline, termination, and other personnel actions
- Addresses issues with impact beyond own team based on knowledge of related disciplines

Job Grade 12 Differentiators

- Accountable for results of a small team
 - Exercises limited management authority; sets employee performance objectives, conducts performance reviews and recommends pay actions
 - Defines team operating standards and ensures essential procedures are followed based on knowledge of own discipline
-

M1 Supervisor (aligns with Global Grades 10 & 11)

- Coordinates and supervises the daily activities of business or technical support or production team
- Sets priorities for the team to ensure task completion; coordinates work activities with other supervisors
- Decisions are guided by policies, procedures and business plan; receives guidance and oversight from manager

Typically does not spend more than 20% of time performing the work supervised

Global Grade 11 Differentiators

- Accountable for the results of a large and/or moderately complex support or production operations team including subordinate work leaders
- Applies acquired expertise to analyze and solve problems without clear precedent
- Provides input on resource planning and policy development
- Coaches team members on performance, completes employee performance evaluations, and recommends pay actions

Global Grade 10 Differentiators

- Accountable for the results of medium-sized routine support or production operations teams
 - Solves problems based on practice and precedent
 - Trains team members and provides input to employee performance evaluations
-

Professional Career Band

P6 Renowned Expert (aligns with Job Grade 16 & 17)

- Is recognized as an external thought leader within strategic function or discipline
- Influences the strategy to address internal or external business and regulatory issues
- Proactively identifies, defines, and solves the most complex problems that impact the management and direction of the business

Job Grade 17 Differentiators

- Only applies to large international or global businesses
- Contributes as top thought leader worldwide, whose achievements include major innovations that change and advance the industry and/or profession
- Leads the largest projects/initiatives that have a significant impact upon a complex, global business

Job Grade 16 Differentiators

- Typically found in Job Grades 18 or higher organizations
- Contributes thought leadership and innovation that influences change and advancement of the industry and/or profession
- Leads large projects/initiatives that impact the business on a domestic or international scale

P5 Master (aligns with Job Grade 15)

- Is recognized as an expert within the organization, both within and beyond own function
- Anticipates internal and/or external business challenges and/or regulatory issues; recommends process, product or service improvements
- Progression to this level is typically restricted on the basis of business requirements

P4 Subject Matter Expert (aligns with Job Grades 13 & 14)

- Is recognized as an expert in own area within the organization
- Requires specialized depth and/or breadth of expertise
- Works independently, with guidance in only the most complex situations
- Progression to this level is typically restricted on the basis of business requirement

Job Grade 14 Differentiators

- Provides innovative solutions to complex issues in specialized area
- Serves as best practice/quality resource within and outside own discipline
May lead functional teams or projects

Job Grade 13 Differentiators

- Guides others in resolving complex issues in specialized area based on existing solutions and procedures,
- Serves as best practice/quality resource within own discipline or as technical expert on functional or cross-functional teams or projects
- Trains/mentors junior staff

P3 Career (aligns with Job Grade 11 & 12)

- Requires in-depth knowledge and experience
- Solves complex problems; takes a new perspective using existing solutions
- Works independently; receives minimal guidance

Professional Career Band	
<p>Job Grade 12 Differentiators</p> <ul style="list-style-type: none"> • Uses best practices and knowledge of internal or external business issues to improve products/services or processes • Typically resolves complex problems or problems where precedent may not exist Often leads the work of project teams; may formally train junior staff 	<p>Job Grade 11 Differentiators</p> <ul style="list-style-type: none"> • Contributes to process improvements • Typically resolves problems using existing solutions Provides informal guidance to junior staff
<hr/> <p>P2 Intermediate (aligns with Job Grade 10)</p> <ul style="list-style-type: none"> • Requires knowledge and experience in own discipline; still acquiring higher level knowledge and skills • Analyzes possible solutions using standard procedures • Receives a moderate level of guidance and direction 	
<hr/> <p>P1 Entry (aligns with Job Grades 8 & 9)</p> <ul style="list-style-type: none"> • Performs routine assignments in the entry level of the Professional Career Band • Typically requires a college or university degree or the equivalent work experience that provides knowledge and exposure to fundamental theories, principles and concepts • Receives instruction, guidance and direction from others 	
<p>Job Grade 9 Differentiators</p> <ul style="list-style-type: none"> • Has limited discretion to vary from established procedures Has limited work experience involving basic concepts and procedures 	<p>Job Grade 8 Differentiators</p> <ul style="list-style-type: none"> • Has no discretion to vary from established procedures • Has no related work experience or has work experience but requires formal training in theories/concepts in own function • Entry-level graduate in the “probationary” period

Customer/ Client Management & Sales

S6 Elite Expert (aligns with Job Grade 16 & 17)

- Is recognized externally as a leading sales strategist and business expert, with highly sophisticated understanding of customer needs and competitors' offerings
 - Is recognized internally as a role model and leader in planning and executing successful sales strategies for the organization's largest and most complex clients or markets
- Progression to this level is typically restricted on the basis of individual capabilities and business requirements

Job Grade 17 Differentiators

- Only applies to large international or global businesses
- Manages largest, most strategically important global accounts in a very large organization
- Is recognized as one of the top sales producers in a global organization and in the wider industry

Job Grade 16 Differentiators

- Typically found in Job Grade 18 or higher organization
- Manages large, complex, international accounts in a medium to large organization
- Is recognized as a major sales producer in an international business

S5 Senior Expert (aligns with Job Grade 15)

- Has an extremely deep understanding of business, financials, products/services, the market, and the needs/challenges of assigned accounts; develops colleagues' and customers' understanding; is recognized as an expert in many areas
- Works with large/important/global accounts
- Has full authority/opportunity to set and negotiate product/service terms

S4 Expert (aligns with Job Grades 13 & 14)

- Has a deep understanding of business, financials, products/services, the market or the needs/challenges of assigned accounts
 - Complexity is extremely high (territory/account, products/services, sales or account management process); serves as team lead
 - Has extremely high authority/opportunity to set and negotiate product/service terms
- Plans own territory or account approach and has input into colleagues' approaches; manages own and often others' resources

Job Grade 14 Differentiators

- Most clients are substantial, high profile accounts spanning broad geographic areas, representing significant revenue and having diverse and complex needs
- Negotiates sales terms with considerable discretion at high levels of client organizations
- Is recognized as a best practice expert in several business/sales/product/service areas

Job Grade 13 Differentiators

- Some clients are high profile accounts spanning broad geographic areas, representing significant revenue and having diverse and complex needs
 - Negotiates sales terms with moderate discretion within policy guidelines
 - Leads small to medium sales teams, but without supervisory authority
-

Customer/ Client Management & Sales

S3 Career (aligns with Job Grade 11 & 12)

- Has a solid understanding of business, financials, products/services, the market, and the needs of assigned accounts; may help develop colleagues' understanding; may be recognized as an expert in one area
- Complexity is high (territory/account, products/services, sales or account management process); may serve as team lead

Job Grade 12 Differentiators

- Manages accounts in a large domestic or small multi-country territory
- Recognized internally as an expert in an aspect of business, financials, products/services, the market and the needs of assigned accounts
- Typically leads a small sales team but without supervisory authority
- Trains and mentors junior staff

Job Grade 11 Differentiators

- Manages a medium domestic territory
- Develops expertise in an aspect of business, financials, products/services, the market and the needs of assigned accounts
- Leads a small sales team on an ad hoc basis to meet specific client needs
- Provides informal guidance to junior staff

S2 Intermediate (aligns with Job Grade 10)

- Is developing an understanding of business, financials, products/services, the market, or account needs
- Complexity is moderate (territory/assigned accounts, products/services, sales or account management process)
- Has moderate authority/opportunity to set and negotiate product/service terms
- Is beginning to plan own territory or account approach and monitor resources

S1 Entry (aligns with Job Grades 8 & 9)

- Has general awareness of business, financials, products/services and the market
 - Complexity is limited (territory/account, products/services, sales process)
 - Has very limited authority/opportunity to set and negotiate product/service terms
- Relies on manager to provide planning and manage resources

Job Grade 9 Differentiators

- Has structured direct contact with clients and limited authority for negotiation
- Has general knowledge of assigned products and services
- Has limited work experience involving basic concepts and procedures

Job Grade 8 Differentiators

- Has limited direct contact with clients and no authority for negotiation
- Develops basic understanding of products and services through on-the-job training

Technical Support Career Band

T4 Lead (aligns with Job Grades 9 and 10)

- Has advanced and specialized expertise, typically developed through a combination of job-related training and considerable on-the-job experience
- Acts as a lead, coordinating the work of others — but is not a supervisor
Works autonomously within established procedures and practices

Job Grade 10 Differentiators

- Leads one or more teams in the performance of a variety of tasks that are often complex
- Analyzes complex technical problems and delivers solutions where precedent may not exist

Job Grade 9 Differentiators

- Leads a team in the performance of a variety of tasks that are often routine
- Solves problems of a recurring nature

T3 Senior (aligns with Job Grades 7 and 8)

- Has developed proficiency in a range of processes or procedures through job-related training and considerable on-the-job experience
- Works within defined processes and procedures or methodologies and may help determine the appropriate approach for new assignments
- Works with a limited degree of supervision
Acts as an informal resource for colleagues with less experience

Job Grade 8 Differentiators

- Performs highly complex and varied tasks
- Typically has specialized external certification
Guides and supports junior team members; may assist in their formal orientation and training

Job Grade 7 Differentiators

- Performs moderately complex and varied tasks
- May have specialized external certification
Guides junior team members

T2 Intermediate (aligns with Job Grade 6)

- Applies experience and skills to complete assigned work within own area of expertise
- Works within standard operating procedures and/or scientific methods
Works with a moderate degree of supervision

T1 Entry (aligns with Job Grade 5)

- Has basic skills in an analytical or scientific method or operational process
 - Works within clearly defined standard operating procedures and/or scientific methods and adheres to quality guidelines
Works with close supervision
-

General Staff Career Band

G4 Lead (aligns with Job Grades 8 and 9)

- Has developed expertise in a variety of work processes or activities typically developed through a combination of job-related training and considerable on-the-job experience
- Typically acts as a lead, coordinating the work of others, but not a supervisor
- Works autonomously within established procedures and practices

Job Grade 9 Differentiators

- Leads one or more teams in the performance of a variety of tasks that are often complex
- Analyzes complex problems and delivers solutions where precedent may not exist

Job Grade 8 Differentiators

- Leads a team in the performance of a variety of tasks that are often routine
- Solves problems of a recurring nature

G3 Senior (aligns with Job Grade 7)

- Has developed specialized skills or is multi-skilled through job-related training and considerable on-the-job experience
- Completes work with a limited degree of supervision
- Likely to act as an informal resource for colleagues with less experience

G2 Intermediate (aligns with Job Grade 6)

- Has developed knowledge and skills through formal training or considerable work experience
- Entry level often for those with work experience in the skill area
- Works within established procedures with a moderate degree of supervision

G1 Entry (aligns with Job Grades 4 and 5)

- Entry level job with little or no prior relevant work experience
- Acquires basic skills to perform routine tasks
- Work is prescribed and completed with little autonomy
- Works with either close supervision or under clearly defined procedures

Job Grade 5 Differentiators

- Has limited prior relevant training or work experience
- Has limited discretion to vary from established procedures

Job Grade 4 Differentiators

- Has no prior relevant training or work experience
 - Has no discretion to vary from established procedures
-

Labor Career Band

L4 Lead (aligns with Job Grade 7)

- Has developed expertise, typically through a combination of job-related training and considerable on-the-job experience
- Typically acts as a lead, coordinating the work of others – but is not a supervisor
- Works autonomously within established procedures and practices

L3 Senior (aligns with Job Grade 6)

- Has developed proficiency through job-related training and considerable on-the-job experience
- Completes work with a limited degree of supervision
- Likely to act as an informal resource for colleagues with less experience

L2 Intermediate (aligns with Job Grades 4 and 5)

- Has developed skills through formal training or considerable work experience
- Works within established procedures with a moderate degree of supervision

Job Grade 5 Differentiators

- Performs the full range of established procedures, and will typically be considered skilled through on-the-job experience
- Resolves routine issues without supervisory approval

Job Grade 4 Differentiators

- Performs most established procedures and will typically be considered semi-skilled through on-the-job experience
- Resolves routine issues with senior staff or supervisory guidance and approval

L1 Entry (aligns with Job Grades 1, 2 and 3)

- Entry-level job with little or no prior relevant experience
- Work is prescribed and completed with close supervision and little autonomy

Job Grade 3 Differentiators

- Has limited prior relevant training or work experience
- Has limited discretion to vary from established procedures

Job Grade 2 Differentiators

- Has no prior relevant training or work experience
- Has no discretion to vary from established procedures

Job Grade 1 Differentiators

- Has no prior training or work experience of any sort
 - Has no discretion to vary from established activities
-

Step 3: Validation/Calibration of the Jobs

Compare the results of Job Grades of the jobs evaluated against similarly rated jobs to ensure that the Job Grades are aligned or have comparable value to the company. The comparison and validation may be done within same functional group (i.e. only within HR or Operations) or across the company. Adjustments may be done based on the validation/calibration step. This aims to ascertain that jobs with more or less same responsibilities or nature of work are assigned the same value.

The following is the recommended step-by-step validation process for the classification of a GOCC's jobs:

- Review the jobs against the Career Band, Career Level and Job Grade descriptors, in that order. Determine whether they have been matched to the most appropriate results.
- Compare the Career Level and Job Grade of each job against the job it reports to, and those below the job being evaluated.

- Compare the Career Level and Job Grades of jobs to those of similar jobs in the GOCC, to determine whether it is appropriate for those jobs to be assigned to the same Job Grade (e.g. an HR Officer to a Finance Officer).

Step 4: Job Titling

Job titles must be descriptive of the nature of work and levels for consistency and ease in administration and communication. The intent is to label jobs in same band, career level and job grade in a consistent manner while continuing to recognize their functional groups. Descriptive job titles should be precise, brief, de-sexed, and not demeaning or inflated. As such, the following titling guidelines are recommended for each Career Band, Career Level and Job Grade:

Step 4A: Management Category

1. **Executive Career Band (EX)** – Job titling in the Executive Career Band will follow respective organizational job titles currently used.

Exhibit 12 Sample Job Titles for Executives

Career Band	Career Level	Job Level	Sample Job Titles (For Illustration Purposes Only)
Executives	EX	20	Chief Executive Officer
		19	Chief Operating Officer
		18	Executive Vice President
		17	Senior Vice President
		16	Vice President
		15	Assistant Vice President

Although the current organizational job titles will be retained, the following are some typical titles used in the Philippine market. This may serve as a guide in case a GOCC would wish to change its job titles.

a. Chief Executive Officer

- Manages the profitability and growth of the organization
- Accountable to the Board of Directors for all activities of the organization
- Directs the organization in establishing long-range plans, strategy and policy

b. Chief Operating Officer

- Under the direction of the Chief Executive Officer, typically has primary responsibility for the profitability of the organization's line operations
- Corporate staff functions (e.g., legal, employee relations, finance) may report to this position

c. Profit Center Head

- Manages the profitability and growth of a single or multiple profit center, which is likely to be constituted as line of business, division or subsidiary
- Formulates and implements operational strategies to ensure the attainment of revenue and profitability objectives
- May manage customer service operations and sales

d. General Manager

- Manages the profitability and growth of the organization's operations within a country or and is not limited to a specific product line

- Represents the organization in relations with customers and the business and non-business communities
- May be responsible for legal, tax and regulation purposes
- Manages incumbents supporting multiple lines of business

e. Administrator

- Manages, directs and coordinates all or a major segment of the organization's operations in a nonmanufacturing environment/industry
- Plans, develops and manages the fulfillment and technical services functions in order to increase customer satisfaction and profitability
- May formulate policies, forecast manpower, technology, facilities requirements and develop quality

2. Supervisory/Management Career Band (M) – The titling format per Job Grade below shall be applied:

GOCC Unit / Department + Prescribed Level Title
Example: Accounting Asst. Manager (M2-JG13)
Logistics Supervisor (M1- JG11)

Exhibit 13 Sample Job Titles for Managers

Career Band	Career Level	Job Level	Prescribed Level Title	Sample Job Titles (For Illustration Purposes Only)
Supervisory/Management	M5	17	<i>Not Applicable (Only for Global and International Organizations)</i>	
	M4	16	Head	HR Head
	M3	15	Senior Manager	HR Senior Manager
		14	Manager	HR Manager
	M2	13	Assistant Manager	HR Assistant Manager
		12	Senior Supervisor	Compensation Senior Supervisor
	M1	11	Supervisor	Compensation Supervisor
		10	Junior Supervisor	Compensation Junior Supervisor

Step 4B: Individual Contributor Category

1. **Professional Career Band (P)** – The titling format per Job Grade below shall be applied:

GOCC Unit / Department + Prescribed Level Title
Example: Accounting Sr. Officer (M2-JG10)
Logistics Officer (P1- JG9)

Exhibit 14 Sample Job Titles for Professionals

Career Band	Career Level	Job Level	Prescribed Level Title	Sample Job Titles (For Illustration Purposes Only)
Professional	P6	17	<i>Not Applicable (Only for Global and International Organizations)</i>	
		16	Senior Advisor	HR Senior Advisor
	P5	15	Advisor	HR Advisor
	P4	14	Sr. Specialist	HR Sr. Specialist
		13	Jr. Specialist	HR Jr. Specialist
	P3	12	Sr. Analyst	HR Sr. Analyst
		11	Jr. Analyst	HR Jr. Analyst
	P2	10	Sr. Officer	Compensation Sr. Officer
	P1	9	Officer	Compensation Officer
		8	Jr. Officer	Compensation Jr. Officer

2. **Customer/Client Management and Sales Career Band (S)** – The titling format per Job Grade below shall be applied:

GOCC Unit / Department + Prescribed Level Title
Example: Sales Senior Representative (S2-JG10)
Luzon Sales Representative (S1- JG9)

Exhibit 15 Sample Job Titles for Customer/Client Management and Sales

Career Band	Career Level	Job Level	Prescribed Level Title	Sample Job Titles (For Illustration Purposes Only)
Customer/ Client Management & Sales	S6	17	<i>Applicable Only for Global and International Organizations)</i>	
		16	Advisor	Country Customer Development Advisor
	S5	15	Senior Specialist	Customer Development Senior Specialist
	S4	14	Specialist	Customer Development Specialist
		13	Assistant Specialist	Customer Development Assistant Specialist
	S3	12	Senior Executive	Key Accounts Senior Executive
		11	Executive	Key Accounts Executive
	S2	10	Senior Representative	Key Accounts Senior Representative
	S1	9	Representative	Channel Sales Representative
		8	Assistant Representative	Channel Sales Assistant Representative

3. **Technical Support Career Band (T)** – The titling format below per Job Grade shall be applied:

GOCC Unit / Department + Descriptive Job Title + Job Grade

Example: Carpenter 6 (T2-JG6)

IT Assistant 8 (T3-JG8)

Exhibit 16 Sample Job Titles for Technical Support

Career Band	Career Level	Job Level	Prescribed Level Title	Sample Job Titles (For Illustration Purposes Only)
Technical Support	T4	10	Sr. Lead	Technical Sr. Lead
		9	Lead	Technical Lead
	T3	8	8	Technician 8
		7	7	Technician 7
	T2	6	6	Technician 6
	T1	5	5	Technician 5

4. **General Staff Career Band (G)** – The titling format below per Job Grade shall be applied:

GOCC Unit / Department + Descriptive Job Title + Job Grade

Example: Encoder 7 (G3-JG7)

Billing Clerk 8 (G4-JG8)

Exhibit 17 Sample Job Titles for General Staff

Career Band	Career Level	Job Grade	Prescribed Level Title	Sample Job Titles (For Illustration Purposes Only)
General Staff	G4	9	Lead	Admin Clerk Lead
		8	8	HR Staff 8
	G3	7	7	HR Staff 7
	G2	6	6	Finance Staff 6
	G1	5	5	Driver 5
		4	4	Messenger 4

5. **Labor Career Band.(L)** – The titling format below per Job Grade shall be applied:

GOCC Unit / Department + Descriptive Job Title + Job Grade

Example: Sanitation Aide 5 (L2-JG5)

Sanitation Aide Lead (L4-JG7)

Exhibit 18 Sample Job Titles for Labor Career Band

Career Band	Career Level	Job Level	Prescribed Level Title	Sample Job Titles (For Illustration Purposes Only)
Labor	L4	7	Lead	Sanitation Aide Lead
	L3	6	6	Sanitation Aide 6
	L2	5	5	Sanitation Aide 5
		4	4	Sanitation Aide 4
	L1	3	3	Sanitation Aide 3
		2	2	Sanitation Aide 2
		1	1	Sanitation Aide 1