

Position Levels

	Junior Analyst	Analyst	Consultant/Team Leader
Key Characteristics	Junior Analyst is an entry level consulting position working under supervision, with little or no experience. Frequently, but not exclusively, a campus hire. Incumbents at this level typically have less than 2 years experience, are not typically involved in the selling process and may be less likely to have client contact.	Analyst works under moderate supervision, is responsible for the technical aspects of one medium to large project or several small projects, and has related experience of two or more years as a Junior Analyst. Analysts may have a graduate degree such as an MBA, but this is not a pre-requisite in all organisations. From an IT perspective, incumbents would recommend and facilitate improvement efforts and/or modify/maintain specifications to existing or new complex applications. Incumbents matched to this position level have the level of education and years of experience to operate independently and are comfortable with the technical aspects of the role.	Consultant/Team Leader performs under limited supervision. They may or may not lead projects and establish teams to complete the projects they are responsible for delivering to clients. Consultants that are not team leaders are expected to have specialty knowledge and experience. At this level, incumbents are expected to provide coaching to Junior Analyst and Analyst incumbents. Incumbents at this position level may have a graduate degree and/or significant experience.
Key Requirements	<ul style="list-style-type: none"> ▪ Entry Level Position 	<ul style="list-style-type: none"> ▪ Advanced research, data collection, and analytical skills ▪ Well-developed interviewing skills ▪ A minimum of 5 months on a complex project involving major business issues, large clients, multiple business units or multiple modules in the IT area 	<ul style="list-style-type: none"> ▪ Preparation of work plans under minimal guidance ▪ Ability to manage work plans and meet client expectations ▪ Well-developed facilitation skills ▪ IT and Program/Project Management incumbents must have delivered products in at least two stages of the systems development or service delivery life cycle
Example Titles	Junior Associate, Associate Consultant, Junior Application Software Analyst	Consultant, Intermediate Business System Analyst, Technology Consultant	Senior Consultant, Associate Project Manager, Advisory IT Specialist, Advanced Consultant

	Manager	Director (Principal)	Senior Director (Senior Principal)
Key Characteristics	Incumbents at this level independently manage all technical, client and strategic aspects of one medium to large project or several small projects. They may also be responsible for day-to-day assignment management. These employees may have sales and revenue targets and will be focused on winning client engagements, up selling and selling new projects, and ensuring quality and timeliness of deliverables.	Directors manage the work of consultants, project managers, and client staff. They define business issues and the scope of effort to accomplish goals. These employees will have sales and revenue targets and usually evaluate project plans and manage project budgets.	Senior Director (Senior Principal) level employees maintain relationships with significant and challenging clients and manage the most complex and largest assignments. Their client relationships are of strategic importance to the organisation. In some organisations, employees at this level lead a department, unit or practice area. In this role, they are part of an internal senior management team with budget and revenue accountability as well as human resource and staff responsibilities.
Key Requirements	<ul style="list-style-type: none"> ▪ Builds and maintains client relationships ▪ Develops and presents solutions to client or user middle management ▪ Solves technical questions with occasional need for assistance ▪ Project Management incumbents manage delivery of at least 3 stages (approximately 75%) of the service delivery life cycle of a project 	<ul style="list-style-type: none"> ▪ Delivers client solutions in complex environments ▪ Specialised, in-depth knowledge of client organisations ▪ Develops and articulates the business case for change ▪ Evaluates the implications of implementation strategies ▪ Works closely with Project Steering Committee(s) ▪ Program/Project Management incumbents manage all stages of the service delivery life cycle 	<ul style="list-style-type: none"> ▪ Resolves the most difficult problems ▪ Generates creative and innovative solutions ▪ Serves as quality assurance reviewer on the most challenging assignments
Example Titles	Consulting Practice Manager, Senior Consultant, Advisor	Principal Consultant, Client Manager, Senior Manager, and Senior Business Consultant	Associate Partner, Client Executive, Executive Consultant