

I N T E R O F F I C E M E M O R A N D U M

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(PAPER MAIL)

Subject: GIA EIS Career Program

Enclosed are the materials for the GIA EIS Career Program. Many of you have heard about it, contributed to it, etc... The program is a result of the excellent work of people from the Area, Regions and Functions. We are about to begin implementation. Marika Terlecky, who spearheaded the program, has moved into the GIA EIS Systems Integration Business and I have taken her place as the GIA EIS Human Resource Manager.

The EIS Career Guidebook will assist EIS professionals at all levels to better understand their current and future work opportunities. It will help employees and managers with human resource planning, organizational planning, and career and development planning.

The development of the GIA EIS career path model drew upon a variety of information sources, from within GIA, U.S, Europe, and Corporate Professional Services. This first edition focuses on four major professional groups - Consultants, Program Managers, Managers, and Specialists/Engineers. Future editions will add and revise information as needed. The great diversity within GIA may lead to some local variations in the implementation of our model; however, the main features of this model will apply across all GIA geographies and within all EIS functions.

We are excited about the program and look forward to your support in implementing it. If you have any questions, please feel free to call me at DTN 244-6029 (outside 508-264-6029), or drop me a mail message @AKO.

Regards,

Susan

INTRODUCTION

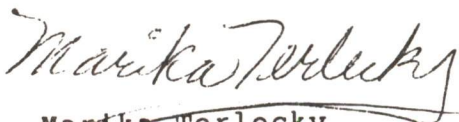
Based on the customer's business needs and objectives, Digital has created new and expanding career opportunities in the Enterprise Integration Services (EIS) Organization. The 1990's present fast changing and dynamic challenges facing both the workforce and the working environments. The EIS Employee Guidebook attempts to match employees to work around: Customer Requirements; Organizational Requirements; and Human Resource Requirements.

The EIS Manager Implementation Guide provides managers with more detailed information, tools and materials to begin making EIS a reality for your employees. The Implementation Guide is composed of five modules:

- 1) Employees and Their Work
- 2) Work Roles and Responsibilities
- 3) Training, Development and Education
- 4) Organizational Design and Structure
- 5) Overheads for Presentations

This guide does not presume to have answers to all your questions. It is the beginning point of gathering information available today. As the EIS Organization evolves, this guide will be revised as needed.

As we examine the past, present and future work trends, we hope the EIS Manager Implementation Guide will provide you effective career planning and development information to use with your employees.



~~Marika~~ Terlecky
GIA EIS Human Resource Manager

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Employees'
Career Guidebook:

Enterprise Integration Services
People, Careers, and Opportunities

Enterprise Integration Services People, Careers, and Opportunities

digital

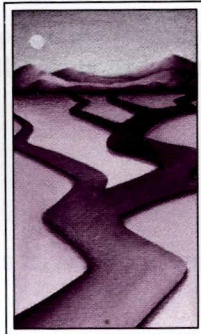
GIA



GIA

Enterprise Integration Services

Career Guidebook





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The material in this guide is for informational purposes and is subject to change without notice.

Digital Equipment Corporation assumes no responsibility for any errors that may appear in this guide.

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GIA
Enterprise Integration Services
Career Guidebook

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Introduction

Large, complex businesses are faced with higher stakes than ever before. With increasing competition, business has to utilize people and information technology in the most efficient way possible. Companies must plan, design, implement, and manage multi-vendor networked information solutions and achieve integration within their own organizations. Integrating systems, networks, and technologies, however, is not enough. In order to achieve the level of integration necessary to produce short-term results and maintain a long-term competitive advantage, companies must also integrate their *business goals* and *people needs* into a total, *enterprise-wide solution*.

Enterprise Integration Services understands the fundamental importance of total solutions and is responding to customer needs in this area. The framework of its consulting services—plan, design, implementation, and management ensures the integration of industry and technology. We also support customers' business objectives and incorporate the organization and culture of the enterprise with the business. We will provide highly skilled resources, methods, tools, and training as well as state-of-the-art and industry standard information technology expertise. EIS thus places great emphasis on collaboration between Digital and the customer, and the working teams that are assembled reflect this vision.

The EIS Career Guidebook will assist EIS professionals at all levels to better understand their current and future work opportunities. It will help employees and managers with human resource planning, organizational planning, and career and development planning. As the workforce continues to grow and change, new skills, new types of work, and new ways to organize ourselves will emerge.

The development of the GIA EIS career path model drew upon a variety of information sources, from within GIA, U.S., Europe, and Corporate Professional Services. This first edition focuses on four major professional groups—Consultants, Program Managers, Managers, and Specialists/Engineers. Future editions will add and revise information as needed. The great diversity within GIA may lead to some local variations in the implementation of our model; however, the main features of this model will apply across all GIA geographies and within all EIS functions.

The 1990s will be full of challenge, change, and opportunity. We are excited to embrace them and to continue providing meaningful and satisfying work to our employees.

Regards,



Gerald C. Montague
GIA Enterprise Integration Services
Vice President

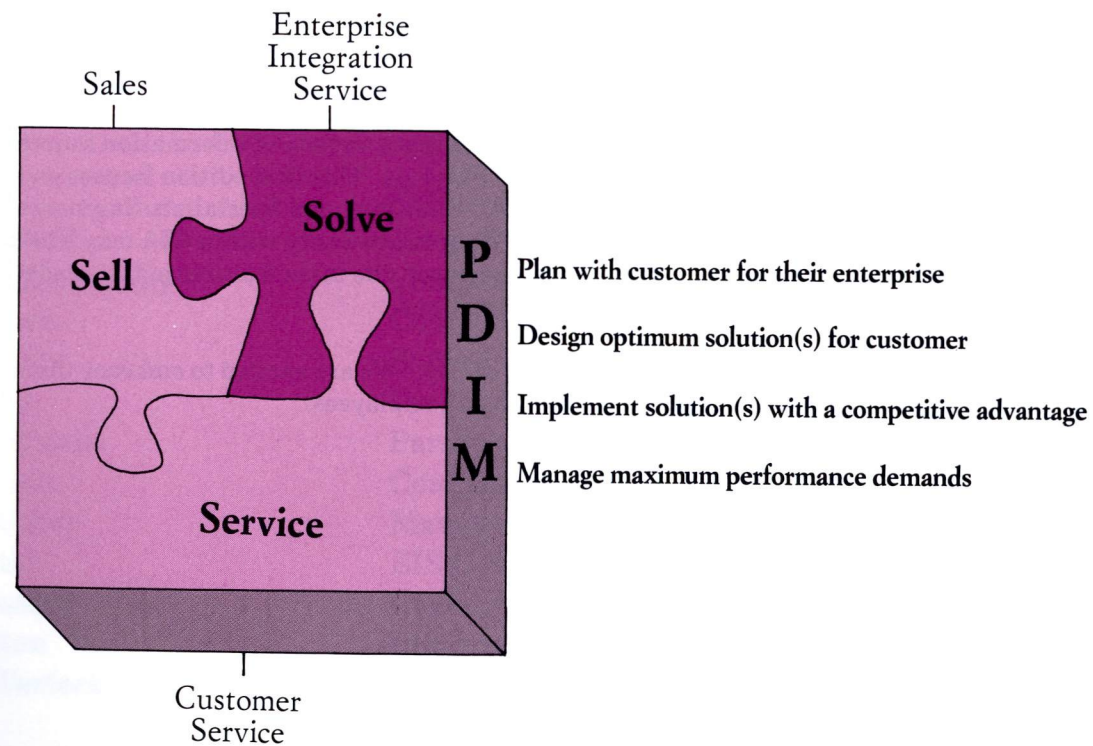
EIS Business Frameworks

Enterprise Integration Services' foundation operates on several key assumptions:

- The customer's needs always come first;
- Digital provides the customer the highest quality solutions;
- EIS operates in a global marketplace environment;
- Digital customizes systems and services to meet the customer's business goals and objectives.

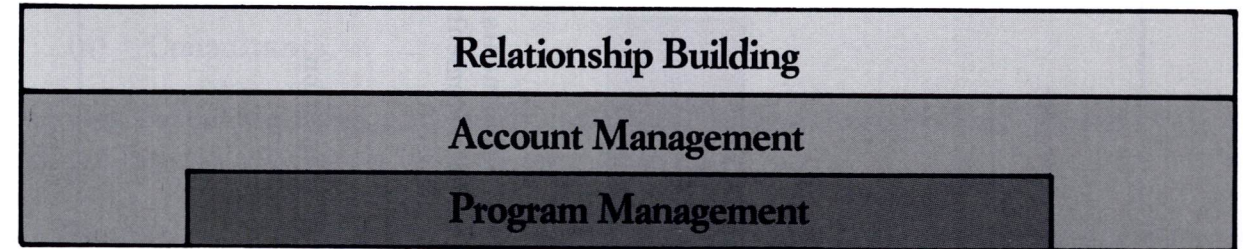
The following diagrams represent each one of these assumptions that builds a business and career foundation described in this manual.

THE DES MODEL



Digital's Enterprise Services

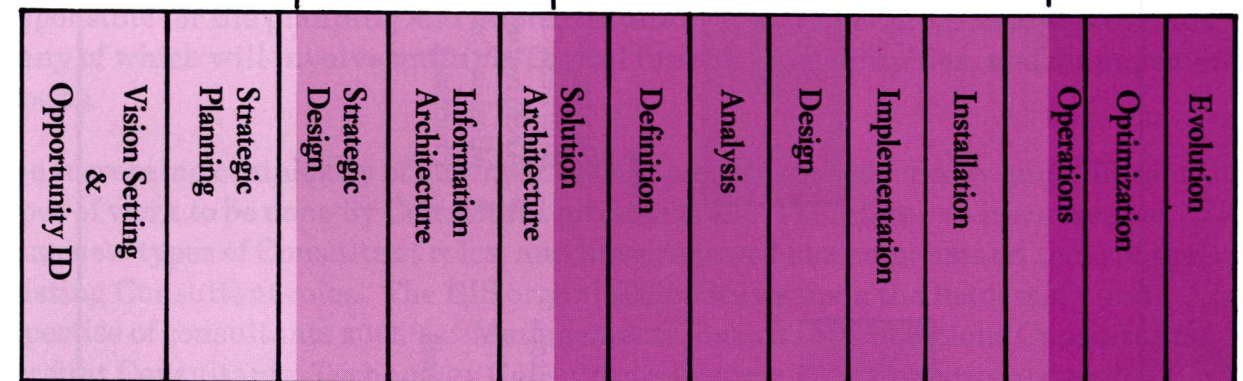
Account Support Activities



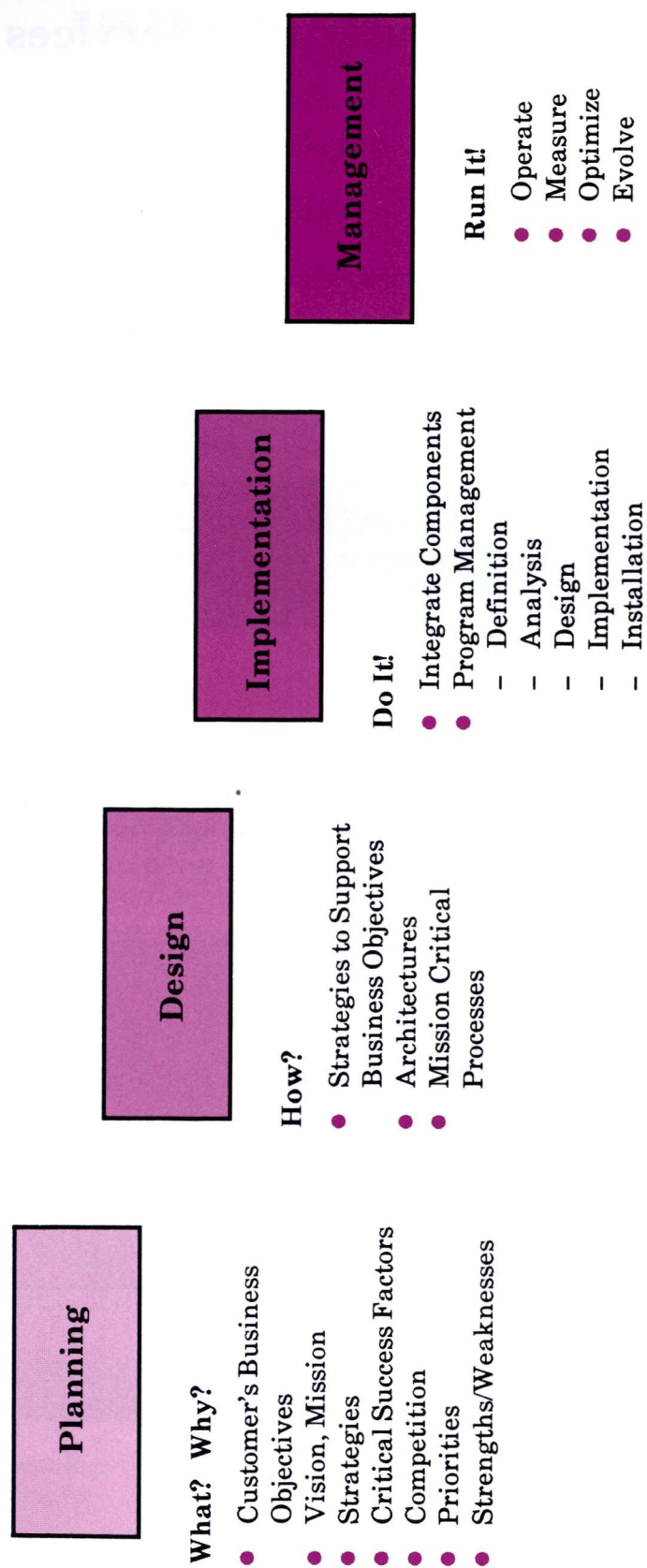
Stages



Phases



Enterprise Solution Cycle



Career Path Framework

This Guidebook addresses four major pieces of work in the EIS career path:

- (1) Specialists and Engineers,
- (2) Project/Program Managers,
- (3) Managers,
- (4) Consultants.

The roles, responsibilities, and qualifications for each of these job families are outlined later in the Career Guidebook.

The Management career path will continue to emphasize the importance of gaining experience in diverse management positions at each level. This approach will allow us to broaden the skills and perspectives of our management group and to better prepare our managers for more senior responsibilities.

Digital's focus on large accounts and complex solutions has created a need for a group of senior people with primary expertise in project and program management. We have, therefore, established a Project/Program Manager profession, with three levels in place and a fourth anticipated in the future. Project/Program Managers are responsible for the planning and implementation of customer projects and programs, many of which will involve multiple Digital functions, geographies, and management groups.

The increasing complexity of our business has created a need for new and different types of work to be done by Consultant professionals. Therefore, we have created some new types of Consultant roles, and have renewed our emphasis on some of the existing Consultant roles. The EIS organization draws upon the leadership and expertise of consultants such as: Management Consultants, Solutions Consultants, Account Consultants, Technology Consultants, Educational Consultants, and Consultant Engineers.

It is important to note that the senior positions – Managers, Program Managers, and Consultants are not mutually exclusive. Some individuals have the interest and ability to move from one profession to another – either laterally or diagonally.

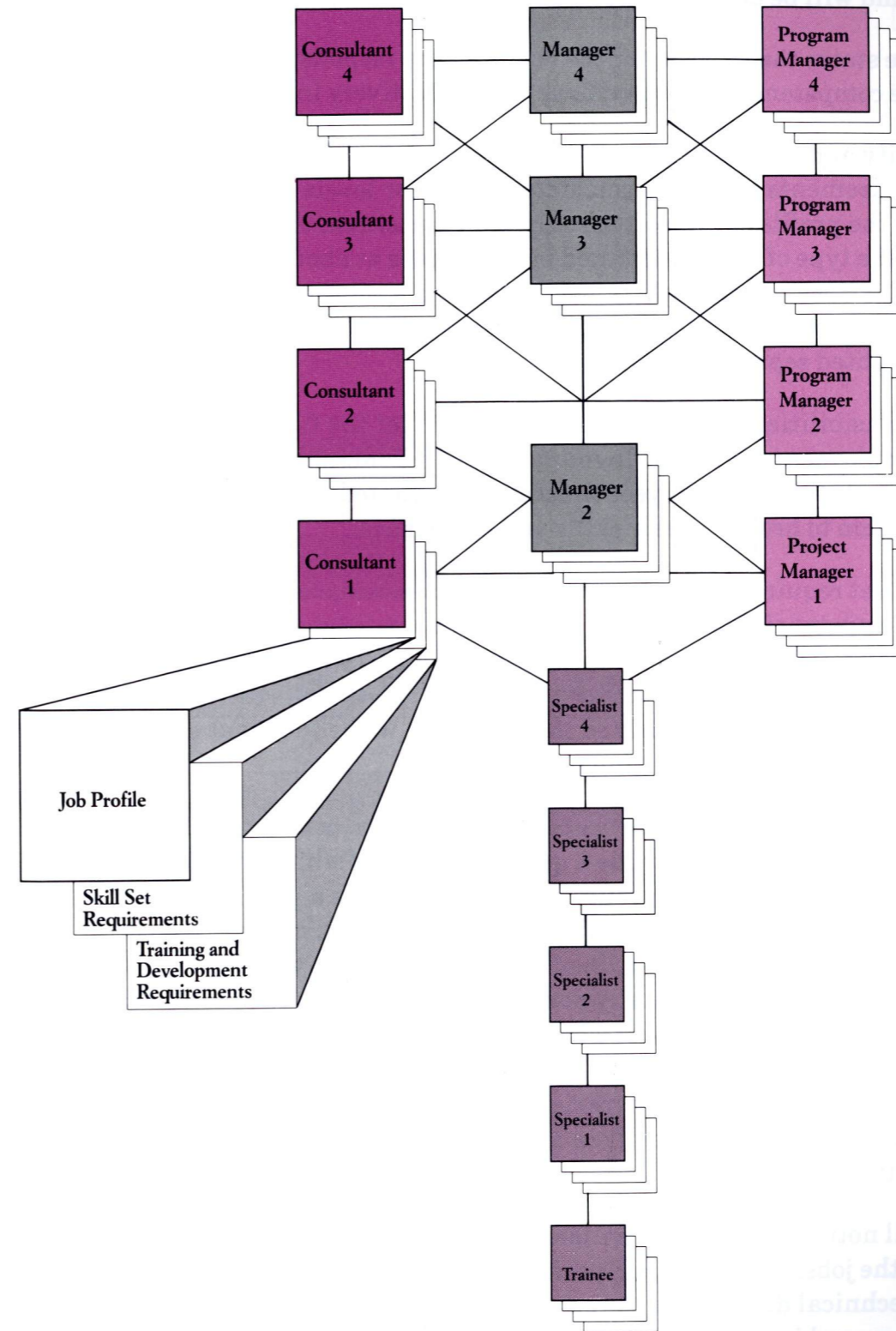
The EIS organization contains a variety of individual contributor roles. The main individual contributor job families in GIA EIS are Software Specialists, Information Systems Specialists, Educational Specialists, Software and Hardware Engineers, and Translators and Technical Writers. Most of these job families have four levels of professional positions. With the increase in career path options at the senior levels of the EIS organization, senior individual contributors with high potential will require more counseling than in the past to assist them in selecting from the career choices available to them. Career counseling and related professional development activities become especially important as individual contributors reach the Specialist III or Senior Engineer level.

The EIS career path framework is not a closed system. It is expected that EIS will attract talented individuals from other functions and that many EIS employees will seek to broaden their skills and perspective by gaining experience in other Digital organizations.

EIS career paths also reinforce the importance of career movement among the various components of the EIS organization.

Finally, career paths reflect the international nature of the GIA EIS organization. Individuals at senior levels in GIA EIS are expected to have the ability to function effectively in different cultures and in many countries.

Career Path Framework



Using the Job Profiles

The Job Profiles that follow are intended to provide an outline of the types of work that are being and will be done in the evolving EIS organization.

Each Job Profile states the purpose for the position, the responsibilities of the position and the competencies required to perform effectively in the position.

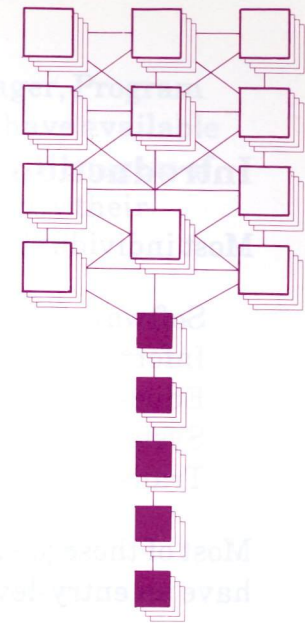
The responsibility and competency profiles generally reflect the responsibilities and competency requirements of the intermediate and senior levels of the job profiled. For example, in the profile of the Software Specialist position, the listing of responsibilities reflects the type of work performed by employees at about the Specialist III level. More junior Specialists would typically perform a subset of the responsibilities listed. In some of the profiles, the responsibilities of employees at the more senior levels are highlighted separately.

The lists of responsibilities for the various positions cover the full range of activities performed by employees in that job. In many cases, individual job assignments are more specialized. But those employees should be designated for future assignments that will allow them to broaden their skills and experience.

The lists of skill set requirements are not intended to be comprehensive, but rather to emphasize the competencies specific to a position. Competencies required for almost every Digital professional position – i.e., oral and written communication, interpersonal skills, ability to work independently, integrity, teamwork, etc. – were not included in the skill set lists. We omitted them because we believe that every Digital employee already understands their importance.

At the end of each section on Specialists and Engineers, Project/Program Managers, Managers and Consultants, we provide a generic outline of what differentiates the various levels in each professional group. This is intended as a general overview. Due to geography size, resource availability and affordability, not every job or geography may have all the levels outlined in the model. Also, an individual at one level may be assigned to tasks normally done by employees at a more junior or more senior level – depending on the type of work needed to be done and the resources currently available. Statements about experience requirements for the various levels are guidelines of the range of experience usually held by employees moving into those positions. Promotion to a given level is still driven by performance and perceived potential.

Finally, you will notice substantial similarities and commonalities among many, indeed most, of the jobs. Although EIS professionals and managers have their roots in a variety of technical disciplines, they share the same work and the same mission – to design, develop, and implement solutions to meet customers' business needs.



Specialists and Engineers

● Introduction

● Job Profiles

● Skill Set Requirements

● Criteria for Differentiation

Specialists and Engineers

Introduction

Most individual contributor positions within EIS fall into one of five major job groups:

- Software Specialists
- Information Systems Specialists
- Educational Specialists
- Systems Engineers (Hardware and Software)
- Translators and Technical Writers

Most of these job groups have four levels of Specialists and Engineers. Some also have an entry-level Trainee position.

Specialists and Engineers are primarily focused on the development and implementation of EIS solutions. Many of those solutions will involve the efforts of multi-disciplinary teams, drawn from several elements of EIS and from other Digital functions.

Some of these jobs have a different or more important role in GIA than in other parts of the company. For example, GIA EIS Systems Engineers work primarily on products for local markets within GIA or on products designed to meet the special needs of individual customers. In some environments these may be referred to as Hardware/Software Engineers. Their role is thus somewhat different from that of an Engineer in Central Engineering working on corporate, standard products. GIA EIS also employs a significant number of Translators to translate software products, documentation, and other materials into languages like Japanese, Chinese, or French.

In developing the job profiles for Specialists and Engineers, we have tended to group together similar job functions. For example, the Educational Specialist profile includes activities performed by people who may currently be called Instructors, Instructional Designers, Course Developer/Writers, or Instructor/Developers. As we continue to develop our educational solutions capabilities, the work and the competency requirements for the people in these various job titles are merging – and we wished to reflect and reinforce that trend. Similarly, although Systems Engineers have different job titles and codes, and draw on expertise from different engineering disciplines, there is, especially at the senior levels, significant commonality in their work and competency requirements.

The Specialist and Engineer jobs serve as the foundation for the Manager, Program Manager and Consultant professions. Senior individual contributors have available to them for their next career move many more options than in the past. Managers of Senior Specialists and Engineers will work with them to help them clarify their career objectives and to drive their development towards those objectives.

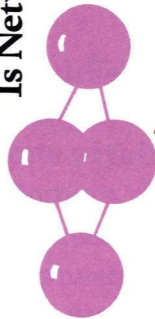
The Human Side of the Enterprise: Past, Present, Future

“Our Basic Computing Unit

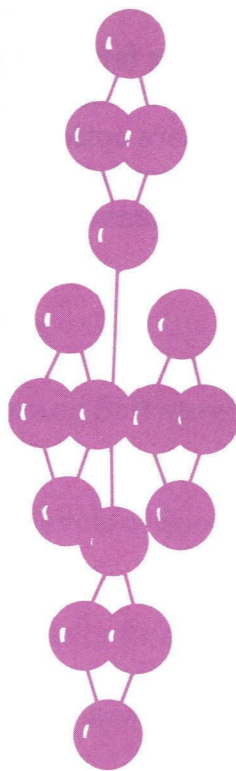
Was Components,



Is Networks,



and Will Be DISTRIBUTED SYSTEMS.”



“I Say Our Basic Work Unit

Sam Fuller, VP Corporate Research and Architecture

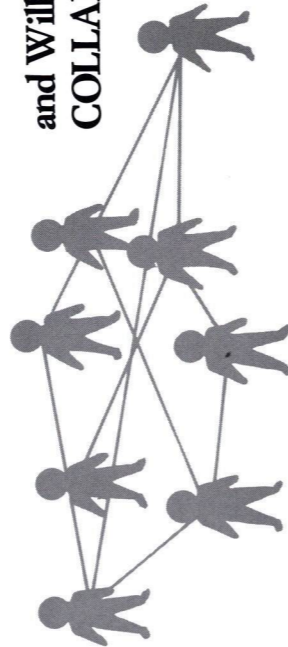
Was Individuals,



Is Departments/Functions



and Will Be DISPERSED
and Will Be COLLABORATORS.”



Harris Sussman, Strategic
Information Group,
Corporate Personnel

Job Profiles

Software Specialist

Purpose:

To provide expertise to customers in the design, development, implementation, and support of solutions that are technically effective and meet the customer's business needs.

To provide technical and solutions expertise to the Sales force and to customers during the sales cycle. To analyze customer needs, develop and present solutions proposals, and to sell Digital's solutions capabilities.

To use knowledge of Digital's organization and product/service offerings, and expertise in technology and applications, to develop and support Digital's relationship with a specific customer.

Responsibilities:

The Software Specialist role includes a wide variety of responsibilities. An individual position may combine several different activities or disciplines into a generalist role, or may focus on one particular speciality.

SOLUTIONS:

Analyzes, defines, and documents a customer's needs as related to a specific business problem.

Plans and defines how Digital and third-party products, technologies, and applications will be used to solve a defined business problem.

Develops applications for a specific customer, from requirements analysis and preparation of the functional specification to programming, testing, and documentation. Ensures solution compliance with customer's technical and application architectures.

Directs project team in providing a deliverable to a client. Motivates, leads, coaches, and coordinates project team members. May develop project plan, including schedules, estimates, and resource requirements. May write and present project proposals. Manages completion of project in accordance with project plan and specifications, and within time and cost parameters.

Provides technical assistance to customer's employees in the use of solution.

SALES SUPPORT:

Evaluates customer's capabilities and needs.

Reviews and responds to requests for proposals or requests for information.

Assists Sales in developing solutions strategies and preparing proposals.

Recommends configurations and selections of Digital and third-party software.

Conducts technical presentations, demos, and benchmarks.

Provides Sales force with information on competitive products.

Responds to general inquiries from customers and Sales.

ACCOUNT SUPPORT:

Develops and recommends account strategies and account plans.

Coordinates service delivery in the account.

Identifies new business opportunities in the account and refers them to the Account Manager for follow-up.

Contributes as a full member of a multifunctional account team.

Responds to general customer needs for services, information, etc.

Skill Set Requirements:

Competency in VMS and/or UNIX or ULTRIX, in two or more higher level languages, and in appropriate layered products.

Expertise in at least one technology or application area, usually with in-depth knowledge of one or more related areas.

Skills in:

- Needs analysis
- Preparation of functional specifications
- System design and development
- Documentation

Ability to understand customer's business goals and needs, and to develop solutions to those needs. Understanding of customer's industry, strategies, cultures, and decision processes.

Knowledge of account management strategies and techniques. Working knowledge of Digital sales and marketing strategies, the sales cycle, and EIS' role in the sales process.

Ability to present solutions proposals to customer's management.

Knowledge of competitive products and strategies, and of relevant third-party products. Ability to identify third-party products and vendors to enhance Digital solutions.

General knowledge of the business aspects of solutions and project delivery.

Ability to work effectively with others in a project team.

Knowledge of the structure, resources, and objectives of the Digital field organization.

At more senior levels, knowledge of Digital Program Methodology. Ability, as project leader, to direct, coach, and motivate more junior staff. Project planning, estimating, implementation, and control.

Information Systems Specialist

Purpose:

To design, develop, implement, and support Digital information systems solutions that are technically effective and meet Digital's business needs.

To act as a resource to Sales and Marketing in leveraging Digital's own information systems to increase solutions sales to customers.

Responsibilities:

The Information Systems Specialist role includes a wide variety of responsibilities. An individual position may combine several different activities or disciplines into a generalist role or may focus on one particular specialty.

Systems analysis – Analyzes, defines, and documents a client's needs, as related to a specific business problem.

Systems design – Plans and defines how Digital and third-party products, technologies, and applications will be used to solve a defined business problem.

Applications development – Develops applications for a specific client, from requirements analysis and preparation of the functional specification to programming, testing, and documentation. Ensures solution compliance with appropriate technical and application architectures.

Project leadership/management – Directs project team in providing a deliverable to a client. Motivates, leads, coaches, and coordinates project team members. May develop project plan, including schedules, estimates, and resource requirements. May write and present proposals. Manages completion of project in accordance with project plan and specifications, and within time and cost parameters.

User support – Provides technical assistance and training to employees in the use of office automation tools and other applications.

Database management – Manages the definition and standardization of data within an organization. Implements and supports data management tools. Supports application designers/developers in use of database management system. Develops data models in support of business. Follows and may develop standards for database security and integrity.

Systems management – Installs systems software and updates. Establishes parameters for configuration, performance requirements, testing, and debugging.

Resolves problems on systems and products. Recommends hardware and software configurations. Maintains documentation and records to assist in maintenance and support activities. Helps develop procedures, processes, and tools to assist in system management and operations.

Systems operations – Evaluates production work load and establishes priorities. Reviews operations records, notes discrepancies, takes corrective action, ensures quality of production. Ensures that recovery procedures and contingency plans are current. Represents operations group in application reviews, acceptance testing, etc.

Assists in development of methods or policies to improve resource utilization and reporting.

Telecommunications – Works with user organizations to identify voice, data, bandwidth, and imaging requirements for planning of facilities. Plans and coordinates the installation of configurations. Manages performance of telecommunications vendors. Supports telecommunications systems, e.g., traffic report analysis, system restarts, and changes to system configuration or parameters.

Skill Set Requirements:

Competency in VMS, in two or more higher level languages and in appropriate layered products.

Expertise in at least one technology or application area, usually with in-depth knowledge of one or more related areas.

Skills in:

- Needs analysis
- Preparation of functional specifications
- System design and development
- Documentation

Ability to understand customer's business goals and needs, and to develop solutions to those needs. Understanding of customer's industry, strategies, culture, and decision processes.

Knowledge of account management strategies and techniques. Working knowledge of Digital sales and marketing strategies, the sales cycle and EIS' role in the sales process.

Ability to present solutions proposals to Digital and customer management.

General knowledge of the business aspects of solutions and project delivery.

Ability to work effectively with others in a project team.

Knowledge of Digital information systems strategies, policies, standards, and technical/applications/business architectures.

Knowledge of competitive products and strategies. Ability to identify third-party products and vendors to enhance Digital solutions.

Knowledge of Digital Program Methodology. Ability to direct, coach, and motivate more junior staff. Project planning, estimating, implementation, and control.

Educational Specialist

Purpose:

To deliver training to customer or internal students. To develop training solutions to meet customers and internal client needs.

Responsibilities:

Teaches courses to customers or internal students in area of expertise. Areas of expertise may include software technology, hardware technology, applications products, office automation, industry knowledge, sales skills, and general business skills. Teaching methods may include lectures, labs, workshops, simulations, etc.

May customize standard courses to meet unique customer/client needs.

Creates materials for courses delivered, e.g., handouts, sample programs, charts, and slides.

Evaluates student performance and provides performance feedback to students and to their managers.

Reviews student critiques of courses. Modifies course content or teaching style and techniques to maximize student learning and satisfaction.

At more senior levels:

Acts as Course Controller. Monitors quality of courses taught. Determines if course meets needs of target audience. Reviews course outline, objectives, and materials. Proposes training methodologies. Observes instructors and provides feedback. Conducts workshops to enhance instructor knowledge of subject matter.

Provides technical and training expertise in developing solutions for customer and internal training and educational needs. Determines training or information needs. Defines objectives, content, and instructional design format. Develops courses and informational material using a variety of instructional technologies: e.g., print materials, instructor-based training, computer-based instruction (CBI), audiovisual materials, and interactive video techniques. Develops methods to evaluate program effectiveness.

Supports the Account Manager during the sales cycle for educational offerings. Provides product and training expertise in developing the proposal for the customer. Develops training plans for the customer. Conducts presentations to the customer on Digital educational capabilities and on the specific proposal to the customer.

Acts as educational Account Rep on major account team.

Provides cost estimates for Customized Training Services. Works with customer to understand needs and develop specifications for custom programs.

Works with other Digital groups (Hardware and Software Engineering, CSSE, Customer Services, Software Services, Sales and Marketing) to determine course and documentation requirements.

Participates in curriculum development for technical or functional areas.

Provides input to Course Development groups on customer/client training needs.

May act as technical resource/subject matter expert for course developers. May be responsible for creating course materials for new subject matter.

Acts as project leader/manager for major training and educational programs. Develops project plans and estimates, specifications, budgets, and schedules. Directs the work of other staff.

Advises students and managers on course content and curricula.

Skill Set Requirements:

In-depth knowledge of technical specialty area.

In-depth knowledge of training, educational, and instructional methodologies, including needs analysis and program design and evaluation.

Knowledge of curriculum development.

Excellent presentation skills.

Ability to understand customer's business goals and needs, and to develop solutions to those needs. Understanding of customer's industry, strategies, culture, and decision processes.

Knowledge of the educational marketplace and of competitive offerings. Digital sales and marketing strategies, the sales cycle, and EIS' role in the sales process.

At more senior levels:

Knowledge of finance – i.e., the ability to create and manage budgets, forecasts, etc.

Knowledge of project management. Digital Program Methodology.

Engineer (Hardware and Software)

Purpose:

To design, develop, test, document, and maintain hardware and/or software products. Engineers in GIA work primarily on products developed for specific local markets or on products designed to meet special needs of individual customers.

Responsibilities:

Designs, develops, tests, and documents new products for GIA markets.

Maintains and enhances existing products.

Modifies and adapts Corporate products to local country needs and standards.

Works with Product Managers, Marketing, etc., to determine product needs. Translates product and market requirements into technical solutions.

Provides product support to Field, Manufacturing, and Marketing for product release and the resolution of customer problems. Visits customer sites to resolve technical issues.

Conducts product introduction seminars for Sales, EIS, and Customer Services staff.

Provides estimates for quotes to customers for custom work.

Contributes to the preparation of supporting material for product release: documentation, user manuals, design and functional specifications, and acceptance test procedures.

For Software Engineer:

Produces well-structured and documented code. Tests and debugs programs. Integrates programs into complex systems and products.

Ensures that products optimize reliability, memory usage, processing time, maintainability, and user-friendliness. Ensures adherence to standards and specifications.

For Hardware Engineer:

Designs and writes engineering specifications for the components, product, and/or system.

Designs devices with emphasis on meeting product performance specifications, cost goals, and schedules and on ensuring ease of manufacture and maintainability.

Evaluates and selects components and vendors. Produces or oversees production of components.

May supervise building of a prototype. May direct the testing and evaluation of prototypes.

Ensures smooth transition of the product from prototype to production. Provides engineering support for the manufacturing of the product.

At more senior levels:

Manages complex projects and works on a major component of a new design.

Directs project team in development program. Motivates, leads, coaches, and coordinates project team members. May develop project plan, including schedules, estimates, and resources requirements. May write and present project proposals. Manages completion of project in accordance with project plan and specifications, and within time and cost parameters.

Provides technical direction on engineering projects. Produces functional and design specifications for new products. Reviews and approves designs. Recommends design alternatives.

Develops, proposes, and sells ideas for new products.

Troubleshoots complex problems on new or existing products.

Provides input for changes in standards.

Skill Set Requirements:

In-depth knowledge of at least one engineering discipline: software engineering, computer hardware engineering, mechanical engineering, project management.

In-depth knowledge of general engineering principles, engineering productivity tools (CAD/CASE), and Digital's engineering processes and standards.

In-depth knowledge of at least one technology/application area.

Systems level knowledge of VMS and/or UNIX or ULTRIX.

Ability to understand customer's business goals and needs, and to develop solutions to those needs.

Knowledge of competitive products and strategies. Ability to identify third-party products and vendors to enhance Digital solutions.

Broad technical understanding of Digital systems and products.

Working knowledge of project management. Ability to work as a project team member or as project leader.

Documentation and technical writing skills.

At more senior levels:

Thorough knowledge of and demonstrated performance in project management.

Demonstrated ability of Digital Program Methodology. Ability to direct, coach, and develop more junior staff.

Effectiveness in driving issues in multifunctional environment.

In-depth knowledge of more than one technology/application area.

Understanding of the business and customer context in which the products are used.

Knowledge of account management strategies and techniques. Working knowledge of Digital sales and marketing strategies, the sales cycle, and EIS' role in the sales process.

Translator and Technical Writer

Purpose:

To provide linguistically and functionally correct user information by

- Writing and/or editing technical documentation and related materials, and/or
- Translating technical documentation and related material, normally from English to the local language.

Responsibilities:

Delivers linguistically and technically correct hard copy or on-line text. This may be original text or a translation of an English text into the local language.

Meets quality standards and schedule deadlines for the text.

Reviews and revises text produced by more junior Translators or Technical Writers.

Interviews product developers to obtain or clarify required technical information.

Develops documentation and/or translation plans for specific products.

Creates, defines, and maintains terminology and technical glossaries.

At more senior levels:

Interfaces with Marketing, Engineering, EIS, Customer Services, etc., to understand, define, and meet product user information requirements. Activities may include market analysis, competitive analysis, gathering input from users, etc.

May recommend the selection of translation agencies, manage the agencies' work for and relationship with Digital, review their work, and ensure their adherence to agreed upon standards and deadlines.

Contributes to the development of new or improved user information methods and procedures – software tools, productivity aids, standards, formal methodologies, etc.

Directs project team in developing a user information product. Motivates, leads, coaches, and coordinates project team members. May develop project plan, including schedules, estimates, and resource requirements. May write and present project

proposals. Manages completion of the project in accordance with project plan and specifications, and within time and cost parameters.

May represent the Translation or Technical Writing group it interfaces with or other Digital functions and external customers. May make technical contributions to the product, especially to its user interface, for example, by designing screens and help functions.

Skill Set Requirements:

For Technical Writer:

Ability to write for specific audiences.

In-depth knowledge of a technical speciality area.

For Translator:

Fluency in source and target languages.

Proven ability in translation of technical material.

For both Translators and Technical Writers:

Strong written communication skills.

Strong knowledge of computer and Digital technical terminology.

General knowledge of computer technology and Digital products.

Ability to use appropriate software tools.

Ability to analyze user information needs and to develop proposals for user information solutions.

Familiarity with publishing and text/document production environment.

At more senior levels:

Project management skills. Ability to develop, cost, write, and present user information project plans. Ability to direct the work of project teams and to coach and develop more junior staff.

Skills in managing projects and products in a multifunctional environment.

Knowledge of trends and developments in user information technology.

In-depth understanding of the role of user information in Digital's product and marketing strategies.

In-depth understanding of customer's user information needs, and of the customer environment in which the user information products will be used.

Working knowledge of Digital sales and marketing strategies, the sales cycle, and EIS' role in the sales process.

Ability to manage Digital's relationships with third parties (translation agencies, contract staff, printers, etc.). Negotiation and business management skills.

Specialist and Engineer Levels

	Specialist/ Engineer I	Specialist/ Engineer II		Specialist/ Engineer III	Specialist/ Engineer IV
Experience Requirements	University or college graduate, or equivalent related work experience.	2-4 years work experience in field of specialization.		4-5 years' work experience in field of specialization.	6-7 years' work experience. This experience may be in more than one EIS discipline.
Responsibilities	<p>Performs or assists in well-defined tasks.</p> <p>Resolves routine problems; refers nonroutine problems to more senior staff.</p> <p>Works under close supervision and in accordance with established procedures, guidelines, and technical principles.</p>	<p>Performs broad range of tasks in assigned area.</p> <p>Has attained full competence in at least one technology/applications area.</p> <p>Is given well-defined goals.</p> <p>Works under general supervision, but is expected to follow procedures and guidelines.</p> <p>Is able to deal effectively with customer's middle management on relatively routine issues.</p> <p>Contributes as full project team member.</p>		<p>Performs all tasks within technical discipline.</p> <p>Assigned moderately difficult and complex tasks.</p> <p>Works under general supervision.</p> <p>Has attained full competence in more than one technology/applications area.</p> <p>Able to deal with customers' management on nonroutine issues.</p> <p>Provides advice, guidance, and technical direction to less experienced staff.</p> <p>May be project leader.</p>	<p>Performs high-level tasks within technical discipline.</p> <p>Assigned complex tasks requiring creative problem solving.</p> <p>Works with minimal supervision.</p> <p>Has attained mastery level competence in at least one technology/applications area. Has attained full competence in at least one related area.</p> <p>Able to deal independently with customers' senior management on sensitive and complex issues.</p> <p>Provides supervision and leadership to less experienced staff.</p> <p>Acts as project leader or as project manager on small and mid-size projects.</p> <p>Provides support to First-Level Manager in management of Unit, e.g., skills assessment, task assignment, development planning.</p>

Experience Requirements
Responsibilities

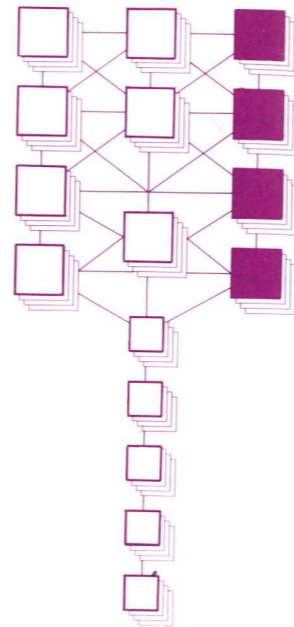
Project/Program Managers

● Introduction

● Job Profiles

● Skill Set Requirements

● Criteria for Differentiation



Project/Program Manager

Introduction

Digital's success in the solutions and systems integration businesses is highly dependent on our program and project management capabilities. Program management is a strategic investment area for Digital and EIS. It is an area of rapid growth and rapid change.

The Project/Program Manager profession includes many different roles, including the following:

- Systems Integration Program Managers
- Customer Project Managers
- Project and Program Managers driving Digital internal projects and programs
- Custom Product Managers

The responsibilities and competency requirements for these positions are very similar.

There are currently three levels in the Project/Program Management job group. The establishment of a fourth level is anticipated in the future as Digital undertakes increasingly large and more complex programs for our customers. The first level path focuses on project management, and is referred to as Project Manager. The more senior levels are focused on programs and are, therefore, referred to as Program Managers.

The distinction between projects and programs is illustrated by the three diagrams on the next pages. The diagrams show the relationships between program manager, customers, account manager, functions and third parties. Programs are large, complex customer solutions that typically have many functions, several vendors, and numerous locations. Programs normally require the integration of several components, including hardware, software, training, documentation, and an array of consulting services. They involve high levels of risk and are typically 2 to 5 years in duration.

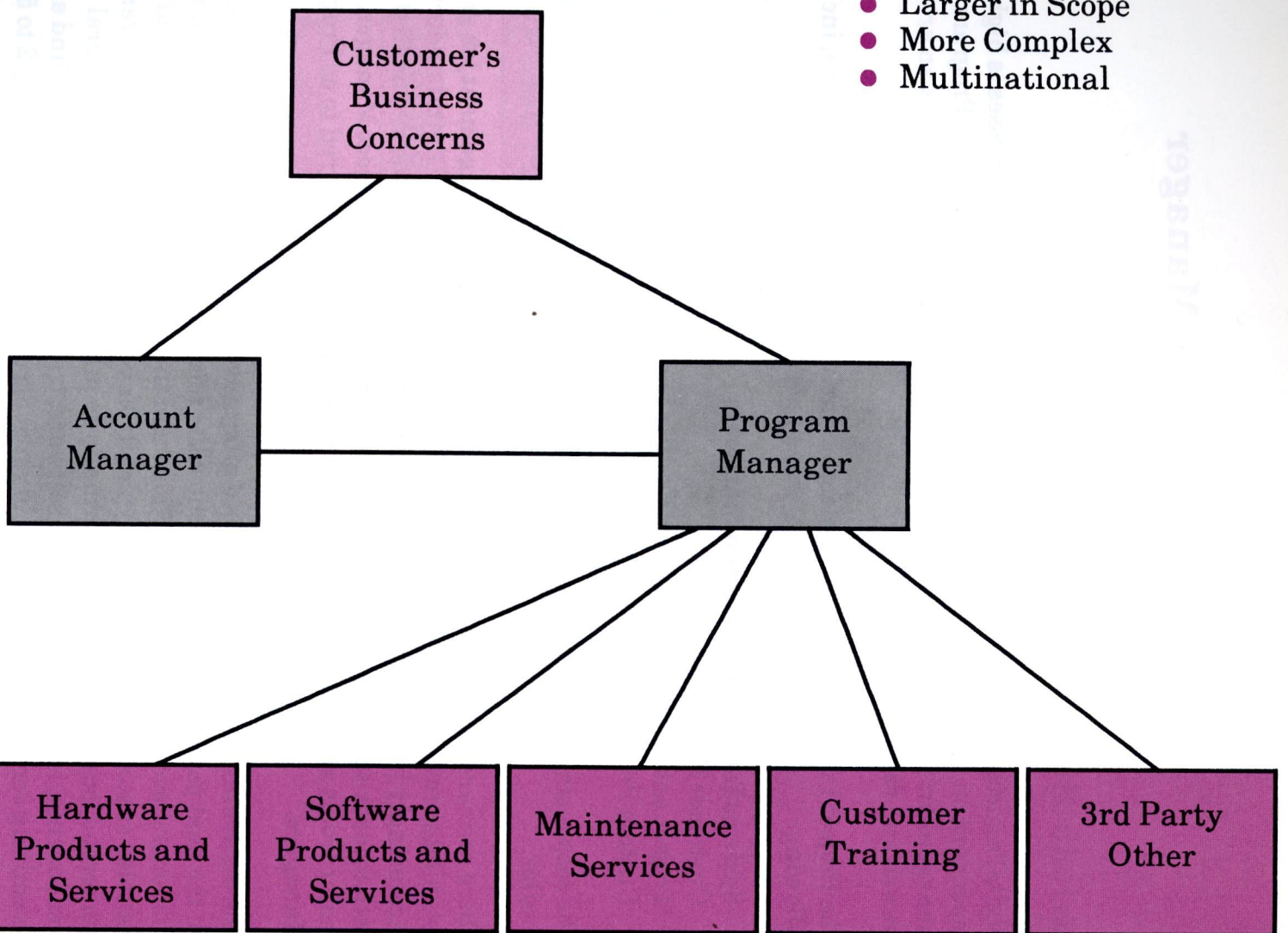
Projects consist of a single functional solution for a customer or a single functional component of a multifunctional program. They usually involve less risk than a program and are typically 3 to 18 months in duration.

**Program Manager Relationship to Account Manager,
Customer & Functional Project Managers**

The Opportunity:

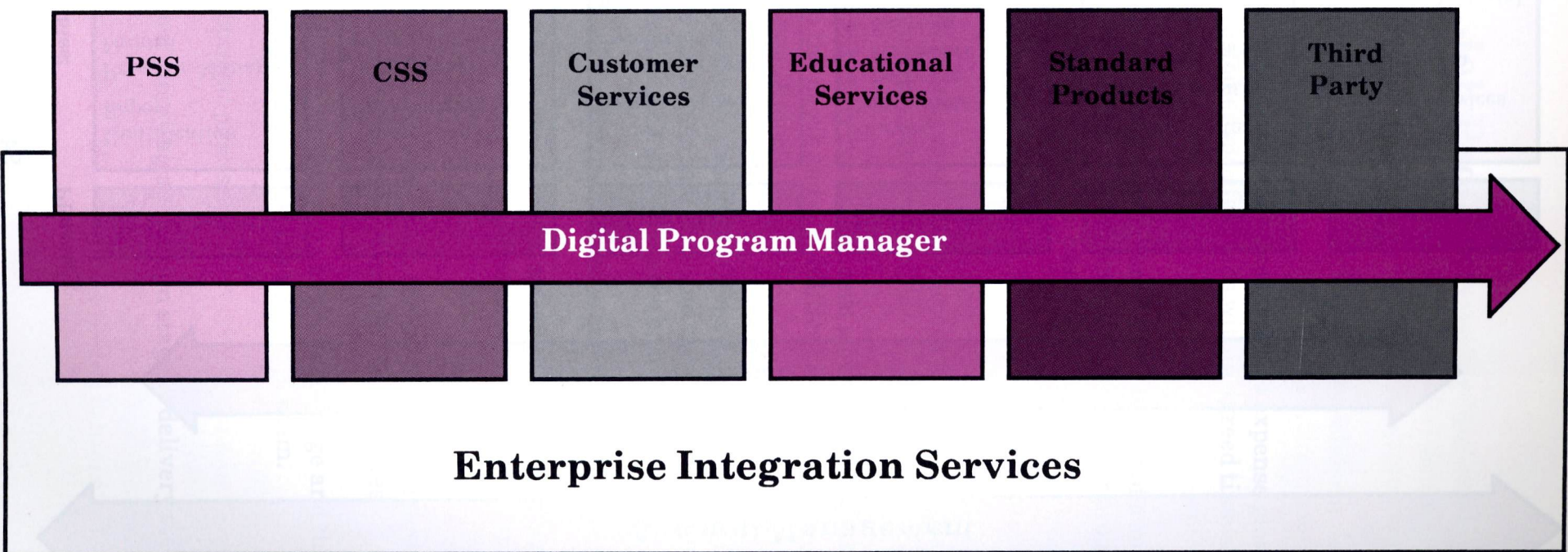
- Larger in Scope
- More Complex
- Multinational

Managing the Solution:



The Solution:

**Program Manager's Responsibility to Integrate Functional
Service Offerings and Third Party Activities**



Digital Program Methodology



Phases:	Deliverables:	Exit Criteria:
Definition	Qualification Report Program Manager Named	Management Selection
Analysis	Proposed Functionality Initial Program Plan Proposal Order	Customer Acceptance/Order
Design	Functional Specification System Design Specification Acceptance Test Specification Proposed Services Solution Program Plan Contract	Signed Contract
Implementation	Solution Components ● Software ● Hardware ● Services ● Training ● Documentation Tested Solution Acceptance Test Package Prepared Customer Facilities	Successful Integration and Systems Test
Installation	Installed System Accepted Solution Trained Users	Signed Acceptance Test
Operation	Operational Support Services Postprogram Review Archived Material	

Job Profiles

Project/Program Manager

Purpose:

- To manage projects and programs against a resource and expense plan, and to deliver total solutions to customer specifications within agreed time and expense constraints.
- To serve as single point of responsibility for successful delivery of a customer solution. (Some Program Managers will be focused on projects or programs where organizations within Digital are the customer.)

Responsibilities:

Supports Account Manager in the management of an account during the customer project/program planning and implementation cycle.

Works with Account Manager to identify customer needs and ensures that the proposed solution corresponds to the needs and capabilities (technical and organizational) of the customer and Digital.

Is a major resource during the solutions sales cycle. Gives presentations on Digital Program Methodology, Digital solutions capabilities and the specific proposal for the customer. Participates in contract negotiations with the customer.

Acts as a resource and authority on enterprise processes and process change.

Assists in preparation and negotiation of functional specifications. Develops estimates. Approves final draft of functional specifications and obtains customer sign-off.

Ensures that subsystem designs are compatible with the solutions architecture. Guides team members in selecting design and development alternatives.

Identifies, documents, and evaluates potential risks at proposal stage and throughout the project/program cycle, making appropriate plans to contain them.

Manages the project/program approval process.

Facilitates orderly transition from planning and design stage to delivery stage.

Creates and maintains project/program plans, e.g., budgets, development, and delivery schedules, resource requirements plans, staffing plans, and integration plans for third-party products.

Approves all projects/program-related purchases, including capital equipment, materials, and purchased services.

Manages project/program team. Identifies and recruits team members with appropriate skills. Motivates, coaches, and directs Specialists, Project Leaders, and/or other Project Managers. Assigns and reviews work. Provides input to performance reviews for team members. Acts as technical mentor to team members on project/program methodologies, design, and development tools, etc.

Manages contract, temporary, and third-party employees who belong to project/program team.

Manages program process and coordinates multifunctional resources.

Ensures adherence by project/program team to company standards, i.e., Digital Program Methodology and other approved processes and tools.

Conducts design and code reviews at the module level to ensure that design goals, project schedules, and quality commitments are being met.

Reports regularly, internally and to the customer, on project/program status against goals, identifying and diagnosing issues and needs, proposing action plans, and escalating within Digital and customer organization as far as necessary to resolve.

Meets budgets and delivery schedules.

Controls change, protecting Digital's contractual position.

Manages customer relationship and customer satisfaction, with respect to project/program activities, throughout the delivery cycle. Is accountable for customer satisfaction, especially as related to the project/program deliverable.

Ensures that customers perform their responsibilities under the project/program plan.

Acts as primary interface to third parties: prepares statement of work, ensures completion of commitments, defines quality and reporting requirements. Integrates third-party plans into master program plan.

Assists in definition of acceptance criteria and approves acceptance plan. Obtains customer acceptance of project and sign-off.

Conducts and records postproject/program review to measure project/program performance against goals and plans, and its contribution to customer's business effectiveness.

Audit project/programs of similar complexity to own projects/program.

Program Managers assigned to internal Digital projects and programs may also have the following responsibilities:

Develops and manages multifunctional task forces to support enterprise process change.

Provides technical direction to the discipline/function supported.

Ensures that projects/programs are properly authorized and reflect Digital corporate directions. Ensures that project/program goals and objectives are continuously tested against corporate goals and objectives, and remain congruent.

Chairs, or participates as a leader, in management committees.

Skill Set Requirements:

In-depth knowledge of Digital Program Methodology and related project/program management methodologies. In-depth knowledge of project/program costing, estimating, resource management, and control.

Strong knowledge of/skills in the following:

Digital technology, services, and products.

Digital organization, strategies, and decision-making processes.

Digital sales and account strategies, especially as applied to the project/program for the customer.

Development methodologies in one or more technical disciplines (software development, hardware/software engineering design, training program development).

Business and financial management in Digital project/program environment.

Directing, motivating, coaching, and supervising project/program team members.

Communicating effectively with Digital and customer senior management.

Negotiation and problem-solving.

Management of third parties.

Specialized industry and application expertise.

At more senior levels:

Ability to direct or manage project managers, and multifunctional teams, and programs.

Ability to manage multicountry teams, customers, and issues.

Ability to represent Digital to senior customer management.

Ability to influence policy, strategies and resource allocation at the highest levels within Digital.

Knowledge of Area/Corporate resources, strategies, programs, and decision-making processes.

Strategic Vision. Senior management perspective.

Criteria for Determining the Appropriate Level of Customer Program Manager for an Assignment

SIZE:

\$ Revenue

\$ Expense

Person-years

Duration

COMPLEXITY:

Technical Complexity

Number of Solution Components

Third-Party Involvement

Prime Contractor, Sub-Contractor Relationships

Extent and Variety of Non-Digital Components

Customer Interface Complexity and Sensitivity

OPPORTUNITY/RISK:

Impact of High/Low Performance on

- Customer's Business
- Digital Financial Performance
- Customer Satisfaction
- Account Management
- Digital's Reputation
- Digital Legal Exposure

Competitive Risks

Criticality of Project/Program to Digital Business Strategies:

- Present
- Future

NUMBER OF DIGITAL ELEMENTS INVOLVED:

Units

Sub-Functions of EIS (e.g., Sales Support, PSS, CSS, Educational Services, Software Products)

Functions: Sales, Marketing, Customer Services, Engineering, etc.

Districts, Regions, Areas

Countries

Staff Groups - All Levels and Functions

Corporate Groups

EXTERNAL STAKEHOLDERS INVOLVED:

Government: Various Levels,
Press, Public Opinion, Interest Groups

INTERNATIONAL DIMENSION:

Managing across Multiple Political, Economic, Social Systems
Managing Multicultural Teams and Multicultural (or Different Cultural)

Customers

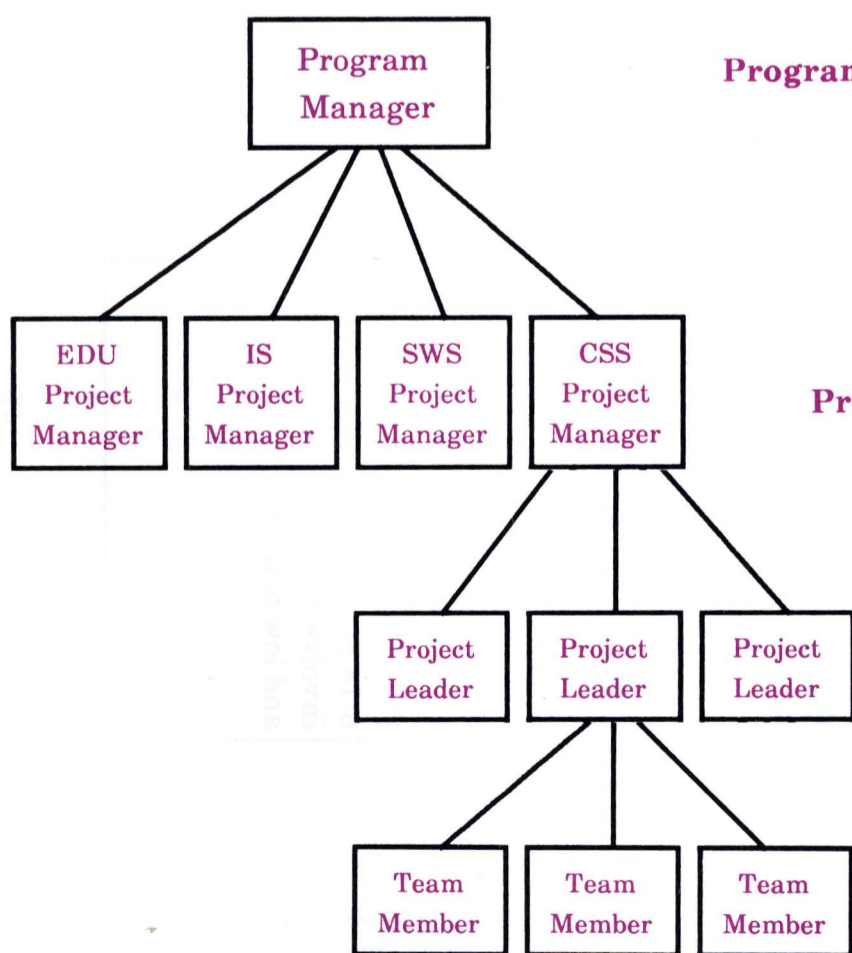
Legal Risks

Financial Risks

Political Risks

Security Risks

Program/Project Relationship



Program Manager II, III

Project Manager I

Specialist IV

Specialist III

Specialist I, II

Characteristics

- Goal Oriented
- Long Term (2-5 years)
- Separate Organization Required (PMO)
- Systems Integration/High Risk (multiple technologies, vendors, etc.)
- Enterprise Level Applicability
- Multiple Projects
- Significant Revenue Potential (Greater than \$5M)

- Deliverable Oriented
- Midterm (1-3 years)
- Integrated, Customized Solution
- Multi-discipline, Multi-location
- Good Business Potential (less than \$5M)

- Task Oriented
- Short Term (3-18 months)
- Limited Solution (single function)
- Minimal Customization
- Single Location
- Business Potential (less than \$2M)

Large

Programs/
Projects

Small

Project/Program Manager Levels

	Project Manager I	Program Manager II	Program Manager III	Program Manager IV (Future)
Experience Requirements	<p>2-5 years' professional or management experience, including 1-2 years as a project leader or account manager.</p> <p>Experience in</p> <ul style="list-style-type: none"> - Initiation and creation of a total project plan. - Successful completion of a project. - Demonstrated success as team or project leader. - Business, legal, and contractual involvement in a project environment. 	<p>5-10 years' professional or management experience, including 2-4 years as a manager or project manager.</p> <p>Experience in</p> <ul style="list-style-type: none"> - Managing multilocation projects. - Managing single site projects with third parties and nonstandard components. - Managing major business issues arising during project cycle. 	<p>10-15 years' professional or management experience, including 2-5 years as a manager or project manager, at least 3 of which were as middle manager or a second-level program manager.</p> <p>Experience in</p> <ul style="list-style-type: none"> - Complex integration projects and programs. - Large scale, long duration projects and programs (20 person/years). 	<p>15-20 years' professional or management experience, including 5-10 years as a manager or project/program manager, at least 3 of which were as a senior middle manager or as a third-level program manager.</p> <p>Experience in</p> <ul style="list-style-type: none"> - Managing programs of international scope. - Managing in a multicultural environment.
Responsibilities	<p>Manages projects of medium size, risk, and complexity.</p> <p>Manages one component of multifunctional projects (programs).</p> <p>Span of operation is normally a District.</p> <p>Estimates resource requirements, develops project plans, controls project implementation, performs risk analysis.</p> <p>Projects managed are typically 6-18 months in length and involve 3-8 professional staff and low to medium risk.</p>	<p>Manages programs of significant size, risk, and complexity.</p> <p>May direct other Project Managers.</p> <p>May manage cross-functional programs.</p> <p>Span of operation may be the District or the Region.</p> <p>Performs risk management and business management on assigned programs.</p> <p>Programs managed are typically 1-3 years in length, involve 5-20 professional staff and medium risk.</p>	<p>Manages programs of major size, risk, and complexity and of strategic importance to Digital.</p> <p>Most programs managed are multifunctional in nature.</p> <p>May manage multiple programs at same time.</p> <p>Directs or manages other Program Managers.</p> <p>Span of operation is normally the Region or Area.</p> <p>Develops new program standards and methodologies.</p> <p>Influences Regional and Area programs and strategies.</p> <p>Programs managed are typically 2-4 years duration and involve 15+ people and a high level of account or technical risk.</p>	<p>Manages large, complex international programs with high strategic impact and high levels of risk. Programs are of enterprise-wide scope.</p> <p>Influences marketing, engineering, and account strategy at Corporate level.</p> <p>Manages other program managers.</p> <p>Span of operation is normally Area, or Corporate-wide.</p>

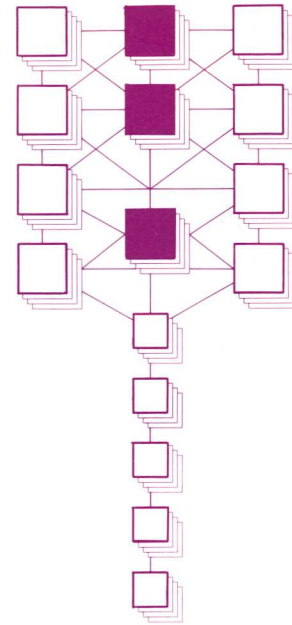
Managers

- Introduction

- Job Profiles

- Skill Set Requirements

- Criteria for Differentiation



Manager

Introduction

The purpose of this section is to examine the following: (1) the management structure in terms of core, generic responsibilities and key knowledge and skill requirements and (2) the management education architecture that is being used to develop our managers. These statements reflect the GIA-wide strategy and thus apply to all Functions.

This section is written with a view toward the management environment of the future and the benefits of minimizing the number of management layers. This environment is characterized by constant change and fluidity and a high level of global interdependence. To respond to this environment, it is expected that managers must prepare for change and must work in an integrative fashion to provide the total solution to the customer.

There are several key points to remember when reading this section:

- The job structure is built around broad categories of management work that can be clearly delineated in terms of scope and complexity. The structure is more generic than that used for management compensation and reflects its different purpose.
- The job competency statements are not an all-inclusive list of success factors. They are based upon the results of research done in Digital regarding required knowledge and skills for managers in all functions.
- The management education architecture presented here is the one approved by the GIA Management Committee for all of GIA. Each Region is currently at a different point of implementing this architecture.
- The management function within EIS serves the following basic purpose:
 - Direction
 - Resources
 - Career Management

To achieve this end, we have created three levels of management within GIA EIS:

- I. First-Level Managers manage a unit of individual contributors, or manage one or more products, programs, businesses, or support activities.
- II. Middle Managers manage a number of First-Level Managers and/or Senior Consultants and Program Managers. They may manage a District or, at a Regional level, a major business or staff function. Alternately, they may be direct reports of an Area Business or staff manager.
- III. Senior Managers manage a Region or an Area staff or business function. They are normally members of the GIA/EISMC.

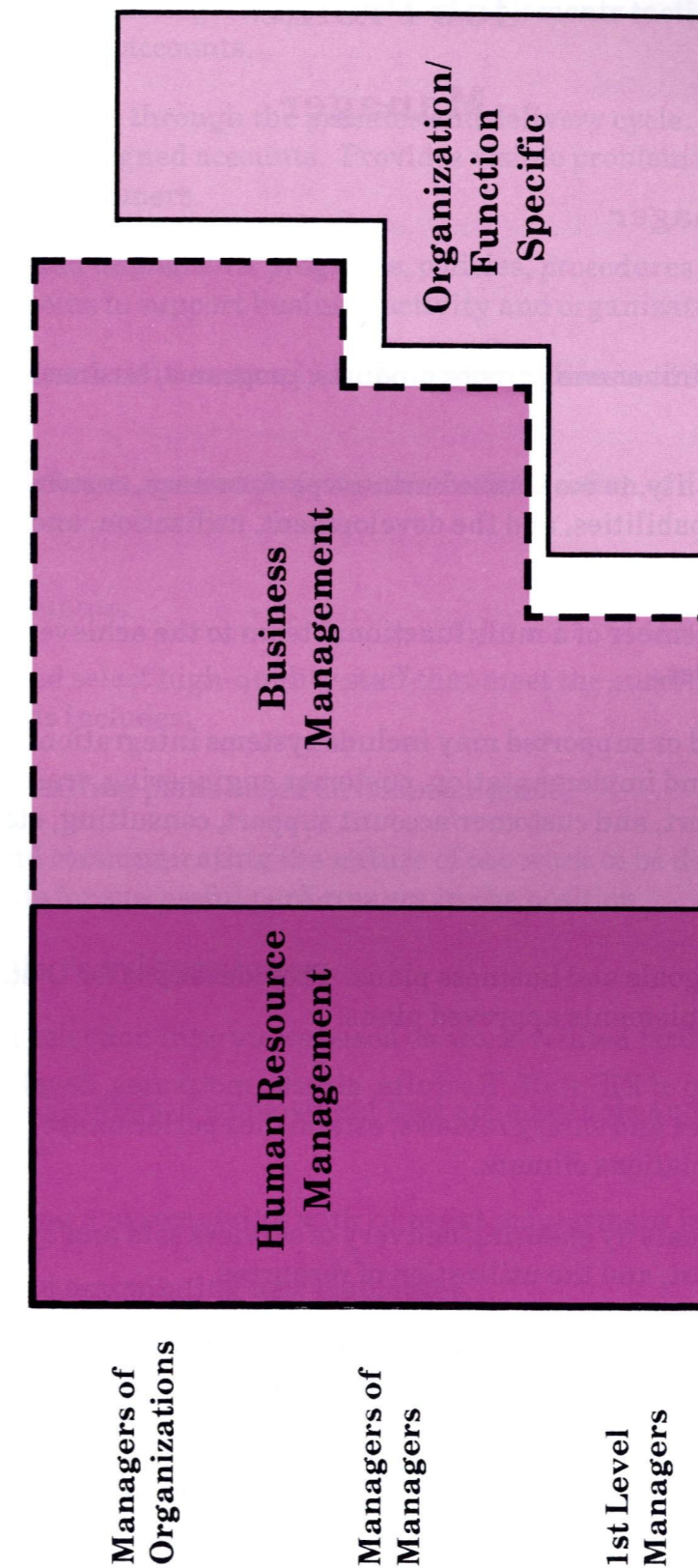
The evolution of our business has begun to break down the traditional distinction between line and staff management positions. However, at each level in the management career path the individual manager should gain experience in more than one type of position. High potential managers should plan their career progression so that they can develop and prove their abilities in the following:

- Managing people
- Managing customers
- Managing business
- Managing more than one EIS discipline
- Managing multi-functional issues and programs
- Managing managers
- Managing support resources, staff groups, and staff projects
- Managing country-level issues
- Managing across cultures
- Managing fluid and flexible organizational structures

Possession of these skills enables individuals to advance in their careers as managers, and enables the EIS organization to develop a flexible, high-performance management team across GIA.

In developing the competence requirements for managers, we have drawn heavily on the GIA Cross-Functional Management Competency Model. A major theme of this model is that, at each level of management, the skills and knowledge required for effective performance are similar, regardless of the function involved or the specific duties of the management position. GIA's investments in management development are focused on these core competencies.

Competency Overview



Job Profile

Manager

First-Level Manager

Purpose:

To manage an EIS Unit or one or more products, programs, businesses, or support activities.

In area of responsibility, to maximize business performance, customer satisfaction, Digital solutions capabilities, and the development, utilization, and commitment of employees.

To contribute as a member of a multifunctional team to the achievement of business and account objectives.

Businesses managed or supported may include systems integration, project and program planning and implementation, customer engineering, training design and delivery, sales support, and customer/account support, consulting, etc.

Responsibilities:

Develops operating goals and business plans. Provides input for District or Regional operating plans. Implements approved plans.

May manage a group of EIS staff. Recruits, directs, motivates, develops, counsels, conducts performance and salary reviews, establishes performance goals, establishes positive employee relations climate.

Achieves business goals by ensuring delivery of services sold and by managing revenue, backlog, cost, and the utilization of resources.

Generates and monitors operational reports to track business activity, productivity, and resource allocation. Identifies opportunities and problems and takes appropriate action.

As a member of multifunctional account team, contributes to the development of account strategies. Identifies and develops new business.

With Sales and Account managers, develops and implements tactics for providing sales support to assigned accounts.

Manages customer issues through the presales and delivery cycle. Meets customer satisfaction goals for assigned accounts. Provides visible problem management for current or potential customers.

Designs, develops, and implements programs, policies, procedures, and administrative systems to support business activity and organizational goals.

Ensures that business activities comply with Digital policies and standards and with relevant laws.

Participates in task forces, special projects, committees – often of a multifunctional nature.

Skill Set Requirements:

Ability to attract and select high-quality staff that meet the current and future needs of the business. This includes:

- Developing staffing plans based on business plans.
- Defining and communicating the nature of the work to be done and requirements for successful performance in the position.
- Managing the recruiting process.
- Conducting selection interviews based on work-related factors.
- Ability to make offers of employment that are equitable and are accepted by the candidate.
- Understanding and complying with relevant employment laws and guidelines.
- Orienting and assimilating new employees.

Ability to manage the performance and development of employees. This includes

- Establishing job goals and performance expectations.
- Establishing training and development plans.
- Providing ongoing coaching, counseling, and reinforcement.
- Conducting a performance appraisal.
- Recognizing and rewarding performance.
- Understanding career development and planning processes. Leading career development discussions with employees.

Ability to create an open and positive employee relations climate. This includes:

- Fostering open communications with employees and among the group.
- Assessing the climate and issues in the group.
- Assisting employees in addressing personal and work-related problems. Involving Personnel and other resources as needed.
- Understanding and applying the Country Personnel Policy and Procedures Manual.
- Maintaining a safe and healthy working environment.

Communications:

- Oral communication.
- Written communication.
- Presenting ideas and facts in a convincing manner.
- Active listening.
- Leading group meetings.

Understanding of financial concepts and ability to apply them to EIS business management. This includes:

- Understanding the metrics used to evaluate Digital's business performance (CERTS, NOR, Margin, Contribution, ROA, ROI).

- Understanding major elements of balance sheet, income statement, and cash flow analysis.
- Understanding and applying basic budgeting and cost center management processes.

Understanding the key elements of the Country and EIS Long-Range Plans. Understanding, at an implementation level of detail, the Country/District Operating Plan.

Understanding of and ability to apply general business management processes. This includes:

- Planning: Establishing and communicating Unit or group Operating Plans, including goals, strategies, and timetables.
- Problem Definition and Analysis and Decision-Making: Applying basic problem definition and analysis and decision-making tools.
- Organizing: Translating Unit or group goals into work designs for individuals and the Unit or group. Defining appropriate reporting relationships. Assigning tasks.
- Control: Establishing processes to monitor the progress of the Unit or group of individual employees, and to take appropriate corrective action when required.

Understanding of Project Management process, including:

- Project work definition.
- Project management phases.
- Defining project manager/member roles and interdependencies.
- Selecting a project team.
- Allocating resources in a project environment.
- Utilizing project management tools.
- Conducting risk analysis and business analysis of project opportunities.

Ability to manage resources that are owned by other managers.

- Influence Management.
- Managing virtual teams.

Ability to maximize customer satisfaction with and commitment to Digital. This includes:

- Assessing customer perceptions of service/product quality and the status of existing customer relations.
- Understanding and applying ways to improve customer relations.
- Resolving customer concerns in a way satisfactory to both Digital and the customer.
- Basic understanding of major Digital markets, customer, competitors, etc.

Ability to define the best use of technology for the group and to introduce the technology to the group.

Understanding and communicating to employees and others basic Digital values, culture, and history of the company.

Understanding and communicating the goals, metrics, operating systems, products/services, strategies, etc., of EIS.

Middle Manager

Purpose:

To manage a number of First-Level Managers and/or consultants, program managers, and senior individual contributors, often at multiple locations.

To develop and implement strategies and operating plans with multifunctional groups to sell and deliver integrated solutions.

To attain goals for customer and sales satisfaction, financial performance, and human resource development.

Responsibilities:

Develops operating goals and business plans for the business unit, and manages their implementation. Provides input to Regional/Area operating goals and business plans.

Manages First-Level Managers and senior staff. Develops staffing and skilling strategies. Ensures positive organizational climate. Creates high-performance management team. Manages people from diverse disciplines and often at multiple locations.

Defines EIS role and responsibilities in relation to those of other functions. Works with multifunctional peer group to establish goals and business plans.

Develops, negotiates, and manages budgets in terms of revenues, expense, contribution, and capital. Manages cost centers, either directly or through First-Level Managers.

Meets customer satisfaction goals. Monitors the state of customer satisfaction; implements programs and corrective action as required. Works directly with customers when situations require high level involvement, e.g., difficult, complex, or politically sensitive customer situations.

Devises strategies to develop business and deliver integrated solutions in target industries and accounts. Participates in sales calls to customers' senior management.

Recommends, proposes, secures approval for, and implements policies, procedures and programs. Approves plans and proposals in area of responsibility.

May have to adapt plans to various cultures, customs, and business practices.

May manage people through a matrix. May be managed through a matrix.

If Middle Manager is a member of a Country Management Team: Participates as a member of the Country Management Team to work general management issues for the Country organization.

Represents Digital and EIS to the local government and the business community for the purpose of maintaining good public and government relations, complying with local laws and regulations, etc.

Reviews Country-specific proposals for Personnel programs (salary and benefits plans, policies, programs, etc.). Approves as member of Country Management Team and submits to Region/Area for approval.

Skill Set Requirements:

In addition to the competencies required of First-Level Managers, Middle Managers must have the following competencies.

Ability to lead other managers in managing change. This includes:

- Advising/coaching First-Level Managers on handling employee relations issues.
- Developing and articulating a vision for the group.
- Adapting leadership style to situational requirements.
- Coaching subordinate managers to develop their leadership skills.
- Implementing group change. Understanding resistances to change.
- Applying strategies which facilitate group change.
- Fostering creativity and the generation of new ideas.
- Establishing key productivity metrics.
- Working with subordinates to identify and implement productivity enhancements.

Communication skills:

- Communicating effectively across geographies and functions.
- Presenting complex issues and strategies to senior management.

Understanding of Digital/GIA/Corporate functional strategies, including:

- Key elements of Digital's long-term direction, including metric goals.
- Broad direction and metrics of Area functions.
- The Regional/Functional LRP and Operating Plan.

Knowledge of general business management processes, including:

- Understanding environmental trends in the Region.
- Applying general business management processes, as outlined in the First-Level Manager section, to the development and implementation of District Level Operating Plan.
- Defining relationship of District-Level Operating Plan to Regional/Functional Operating Plans.
- Cross-functional business analysis, e.g., Finance, Marketing, Human Resources.

Understanding of the Program Management process, including:

- Defining the scope of the work to be done for multifunction programs.
- Advising and coaching direct reports who are Program Managers.
- Managing or integrating multifunctional teams.
- Applying major tools and methodologies to evaluate program opportunities and the application of resources.
- Making business analysis decisions on program opportunities.

Ability to manage customer relations and account management processes. This includes:

- Understanding relevant markets, customers, and competitors.
- Assessing customer perceptions of service/product quality and the status of existing customer relations.
- Understanding the complexities associated with managing customer needs and expectations for medium-sized accounts.
- Establishing and implementing account plans which require multifunctional integration.

Ability to integrate Regional/Functional technology strategies into District-Level Operating Plans.

Understanding of technology trends in our industry and the technology strategies of our customers, competitors, and third-party vendors.

Senior Manager

Purpose:

To manage a Region or an Area staff function, coordinating the activities of a number of business entities and related staff/support groups to maximize revenues, profit, customer satisfaction, and organization effectiveness.

To contribute, as a member of a multifunctional team, to the achievement of strategic goals and objectives.

Responsibilities:

Defines and communicates the direction and vision of the organization, both within EIS and to its Digital business partners.

As a member of Area EIS Management Team/Country Management Team, contributes to the development of business plans and strategies. Adapts plans to different cultures, customs, legal and political systems, and business practices.

Develops, approves, and controls budgets.

Develops operations plans, usually in one to three year time frame, in accordance with Area direction. Approves operational and business plans of Middle Managers.

Manages a team of Middle Managers, and a group of business units with varying missions and in different locations. Manages managers and organizations from different technical disciplines and cultural backgrounds. Develops and implements strategies for organizational change and effectiveness.

Develops, proposes, or approves policies, procedures, and programs.

Acts as a senior management resource for handling complex, difficult, and politically sensitive customer situations.

If the Senior Manager is a member of a Country Management Team:

Same Country Management responsibilities as for Middle Manager on Country Management Team.

Skill Set Requirements:

In addition to the competencies required for First-Level and Middle Managers, Senior Managers must have the following competencies:

Ability to lead and manage human resources and organization change in a large and complex organization. This includes:

- Applying core human resource management skills (staffing, performance management, career development, employee relations, etc.) to multiple operating groups.
- Advising subordinate managers on their staffing plans and results.
- Setting broad performance expectations for several operations.
- Evaluating broad issues related to the development of employee relations policy and programs.
- Setting and articulating a vision that encompasses several operating groups.
- Applying strategies which facilitate broad organizational change, e.g., restructuring or rechartering of multiple groups.
- Integrating productivity enhancements across operating groups.
- Evaluating the results of productivity enhancement efforts.

Communication skills:

- Acting as GIA/Digital representative to government, industry, and the media.
- Establishing a network of key contacts throughout Digital, the industry, and government.
- Conducting senior management presentations. Managing meetings of Regional or Area level management teams, task forces, etc.

Understanding of Digital/GIA/Corporate functional strategies, including:

- Interpreting key elements of Digital's long-term direction, including metric goals.
- Understanding the broad direction and metrics of Corporate functions.
- Understanding, at an operational level of detail, the GIA Long Range Plan.

Knowledge of general business management processes, including:

- Integrating global environmental trends into business plans.
- Applying general business management processes, as outlined in the First-Level Manager section to the development and implementation of Regional/Functional LRP and Operating Plan.
- Defining the relationships of the Regional/Functional plan to GIA/Digital plans.
- Analyzing multifunctional and multigeographical business plans and results.

Ability to drive customer relations and account management strategies, including:

- Detailed understanding of markets, customers, and competitors.
- Assessing customer perceptions of service/product quality and the status of existing customer relations, with respect to large strategic customers.

Job Competency & Education Framework

JOB FOCUS
EDUCATION FOCUS

Operational Implementation

Management of Individual Contributors
Project Management
Operation Plan Implementation

Operational Planning

Operation Plan Development
Management of Supervisors
Cross-Functional Team Management
Program Management

Strategic Management

Reg./Ctry. Strategic Planning
Management of Managers
Global Account Management
Government/Industry Interfaces

1st Level Managers

Performance & Career Management
Communications Skills
Employee Staffing
Improving Productivity
Basic Planning & Control
Finance Fundamentals
Team & Project Management
Customer Relations
Country, District Strategies
Employee Relations
DEC History and Values
Functional Applied Knowledge

Small Country Management Teams, Dist. Managers, and Other Managers of Managers

Regional Environmental Trends
Program Management Methods
Cross-Functional Awareness & Team Management
Strategic Customer Relations
Mid-Mgmt. Planning & Control
Market/Tech/Financial Analysis
Managing Change & Productivity Improvement
Supervisor Development
DEC/GIA/Country Strategies
Information Systems
Managing Technology

Reg./Large Country Management Teams and Area Equivilant

Global Environmental Trends
Global Business Strategy Development (Competitive Marketing, Technical, Financial, Human Resources)
Global Account Management
Strategic Customer Relations
Cross-Organizational Awareness & Team Management
Managing Organization Change & Productivity Improvement
Integrated Information Systems
New Business Development (Acquisitions, Joint Ventures, etc.)
Leadership
Management Development
DEC/GIA/Country Strategies

Basic Skills

Management Process

Direction Setting

Manager Levels

	Manager II	Manager III
Experience Requirements	<p>Manages an EIS Unit or one of more products, programs, businesses or support activities. Responsible for maximizing business performance, customer satisfaction, Digital solutions capabilities, and the development, utilization and commitment of employees. Contributes as a member of a multi-functional team to the achievement of business and account objectives. May manage or support systems integration, project and program planning and implementation, customer engineering, training design and delivery, sales support and customer/account support, consulting, etc.</p>	<p>Manages a number of First-Level Managers and/or Consultants, Project/Program Managers and senior individual contributors, often at multiple locations. Develops and implements strategies and operating plans with multi-functional groups to sell and deliver integrated solutions. Achieves goals for customer and sales satisfaction, financial performance and human resource development.</p>
Responsibilities	<p>Develops operating goals and business plans. Provides input for District or Regional operating plans. Implements approved plans.</p> <p>May manage a group of EIS staff. Recruits, directs, motivates, develops, counsels, conducts performance and salary reviews, establishes performance goals, establishes positive employee relations climate.</p> <p>Achieves business goals by ensuring delivery of services sold and by managing revenue, backlog, cost and utilization of resources.</p> <p>Generates and monitors operational reports to track business activity, productivity and resource allocation. Identifies opportunities and problems and takes appropriate action.</p> <p>As a member of a multi-functional account team, contributes to development of account strategies. Identifies and develops new business.</p> <p>With Sales and Account Managers, develops and implements tactics for providing sales support to assigned accounts.</p> <p>Manages customer issues through the pre-sales and delivery cycle. Meets customer satisfaction goals for assigned accounts. Provides visible problem management for current or potential customers.</p> <p>Designs, develops and implements programs, policies, procedures and administrative systems to support business activity and organizational goals.</p>	<p>Develops operating goals and business plans for the business unit, and manages their implementation. Provides input to Regional/Area operating goals and business plans.</p> <p>Manages First-Level Managers and senior staff. Develops staff and skilling strategies. Ensures positive organizational climate. Creates high-performance management team. Manages people from diverse disciplines and often at multiple locations.</p> <p>Defines EIS role and responsibilities in relation to those of other functions. Works with multi-functional peer group to establish goals and business plans.</p> <p>Develops, negotiates and manages budgets – revenue, expense, contribution and capital. Manages cost centers, either directly or through First-level Managers.</p> <p>Meets customer satisfaction goals. Monitors the state of customer satisfaction; implements programs and corrective action as required. Works directly with customers when situations require high-level involvement, e.g., difficult, complex or politically sensitive customer situations.</p> <p>Devises strategies to develop business and deliver integrated solutions in target industries and accounts. Participates in sales calls to customers' senior management.</p> <p>Recommends, proposes and secures approval for and implements policies, procedures and programs. Approves plans and proposals in area of responsibility.</p>

	Manager III
Experience Requirements	Manager III (continued)
Responsibilities	<p>May have to adapt plans to various cultures, customs and business practices.</p> <p>May manage people through a matrix. May be managed through a matrix.</p> <p>If the Middle Manager is a member of a Country Management Team:</p> <p>Participates as a member of the Country Management Team to work general management issues for the Country organization.</p> <p>Represents Digital and EIS to the local government and the business community for the purpose of maintaining good public and government relations, complying with local laws and regulations, etc.</p> <p>Reviews Country-specific proposals for Personnel programs (salary and benefits plans, policies, programs, etc.) Approves as member of Country Management Team and submits to Region/Area for approval.</p> <p>Performs other related duties as required.</p> <p>This description is not intended to be a complete statement of the position, but rather to act as a guide to the general work to be performed.</p>

Manager IV
<p>Manages a Region or an Area staff or business function. They are normally members of the GIA/EISMC and/or regional management team. Coordinates the activities of a number of business entities and related staff/support groups to maximize revenues, profit, customer satisfaction and organizational effectiveness. Contributes as a member of a multifunctional team to achieve strategic goals and objectives.</p>
<p>Defines and communicates the direction and vision of the EIS organization, both within EIS and to its Digital business partners.</p> <p>As a member of the EIS Management Team/Country Management Team, contributes to the development of business plans and strategies. Adapts plans to different cultures, customs, legal and political systems and business practices.</p> <p>Develops, approves and controls budgets.</p> <p>Develops operations plans, usually in one to three year time frame, in accordance with Area direction. Approves operational and business plans of Middle Managers.</p> <p>Manages a team of Middle Managers, and a group of business units with varying missions and in different locations. Manages managers and organizations from different technical disciplines and cultural backgrounds. Develops and implements strategies for organizational change and effectiveness.</p> <p>Develops, proposes or approves policies, procedures and programs.</p> <p>Acts as a senior management resource for handling complex, difficult and politically sensitive customer situations.</p> <p>If the Senior Manager is a member of a Country Management Team:</p> <p>Same Country Management responsibilities as for Middle Manager on Country Management Team.</p>

Consultants

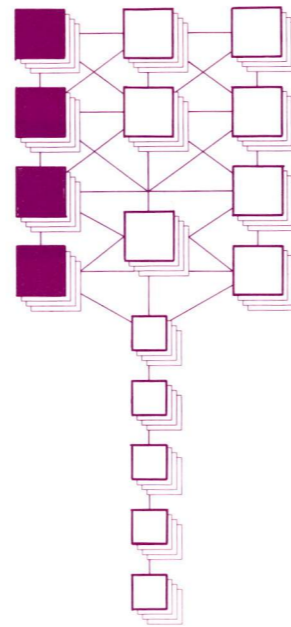
Technical, Nontechnical, Educational

- Introduction

- Job Profile

- Skill Set Requirements

- Criteria for Differentiation



Consultants

Introduction

The most significant addition to Digital's customer offerings is its consulting capabilities. The EIS organization includes six different types of Consultants, which represent a wide range of technical and business expertise. Those are:

- Solutions Consultants
- Account Consultants
- Management Consultants
- Information Systems Consultants
- Educational Consultants
- Consultant Engineers

As our work in developing, selling, and delivering solutions becomes increasingly complex, these consultant capabilities will become increasingly critical.

All the positions in the Consultant profession require a high level of expertise in analyzing customer needs and designing solutions, or components of solutions, to meet those needs. They initiate and drive the introduction of new technologies and methodologies and develop strategies, policies, and standards. They are able to deal with our customers' senior management and to understand the business as well as the technical aspects of the customers' problems. Consultants are catalysts and change agents – within Digital and for our customers, and as Digital emerges as an industry leader in the Systems Integration Business, these technical and business Consultants will be in the forefront.

The consulting profession will continue to emerge and grow within Digital. In this first edition, we have expanded the roles of technical consultants and initiated creating nontechnical consultant positions. Although job titles may vary from geography to geography (due to market and/or culture), we believe the initial six categories addressed here provide the basic foundation for both technical and nontechnical types of consulting.

The following section describes the different types of Consultants within the EIS organization; a profile of their roles and responsibilities; and the professional development opportunities of each.

Job Profiles

Information Systems Consultant

Purpose:

To provide expertise and leadership to Digital's system development programs.

To serve as a high-level resource to Sales and Marketing in leveraging Digital's own information systems to increase solutions sales to customers.

To provide high level IS expertise to customers in the design of systems architectures.

Responsibilities:

Acts as a technical consultant, business consultant, or project/program manager for large or strategic programs.

Develops specifications for systems, technical, business, or data architectures. Ensures consistency and integration of architectures. Works with Project/Program Managers to ensure compliance of individual systems with Corporate architectures.

Analyzes and diagnoses business processes. Proposes information systems projects for development.

Provides technical direction and design review to all levels of designers and developers. Leads highly strategic application development.

Ensures adherence to Corporate strategies and guidelines, from both technical and financial points of view.

Evaluates and recommends alternative technologies, equipment, and vendors.

Investigates and recommends new technologies and tools. Develops and implements strategies to drive the introduction of new methodologies and tools.

Provides presentations to customers on Digital's own use of technology. Reinforces Digital image as effective and comprehensive solutions provider.

Provides presentations and training sessions to field, users, and managers on technologies, architectures, and applications. Assists in development of training programs. Influences management on organizational and technical issues.

Participates actively in external and internal task forces, study groups, and standard bodies.

At more senior levels:

Serves as a Corporate resource and leader, providing information, technical direction, and advice to senior management.

Researches and makes recommendations on new or emerging areas of technology and technological research.

Develops and program manages solutions that usually involve multiple businesses and geographies.

Develops strategic information systems plans, using Corporate business plans and policies, state-of-the-art information systems practices, and knowledge of Digital and third-party products, and of competitors' information systems directions.

Develops policies, guidelines, and processes for senior management approval.

Leads external task forces, study groups, or standards bodies. Publishes in technical journals. Presents at conferences.

Skill Set Requirements:

Primary expertise in one technology or application area; secondary expertise in a related area.

In-depth knowledge of Digital technology and solutions capabilities, and of Digital information systems strategies, policies, and standards. General knowledge of third-party offerings.

Project/program management skills. Knowledge of Digital Program Methodology.

Ability to perform cost-benefit analyses on proposed solutions.

In-depth knowledge of methodologies of system design and development.

Understanding of client organization's business, strategies, culture, and decision-making processes. Understanding of how to use technology/application expertise to meet client's business needs.

Ability to understand customer needs and to make effective customer presentations, linking Digital's own experience in information systems solutions to the customer's needs.

Management Consultant

Purpose:

To provide high-level consultation on the customer's business and organization and on the application of information systems technology as a strategic competitive asset, with the objective of leveraging sales of Digital solutions.

To advise to customers on issues like the following:

- What information do we need to support our key business processes and primary business objectives?
- What opportunities exist for increasing the organization's performance through the effective use of information technology?
- How will the organization manage the change that accompanies the introduction and use of information technology?

Responsibilities:

Uses consulting methodologies to help the customer identify key organization information and integration requirements. Translates business objectives and critical success factors into implementable business, organization, and information strategies. Acts as process facilitator in assisting customers in identifying and evaluating their strategic goals.

Develops effective relationships with senior executives and senior management in targeted companies.

Develops and delivers executive presentations to customers, outlining findings and recommendations in order to guide the design, implementation, and management of identified solutions.

Uses insight into customer's company organization, strategies, and needs to help the account team to develop and implement their account plan.

Identifies and conceptualizes large program opportunities.

Performs high-level consulting assignments for customers.

Provides high-level support to the selling process.

Represents Digital by participating in presentation, publications, conferences, and professional associations.

Skill Set Requirements:

Thorough knowledge of state-of-the-art consulting methodologies. Can consult on any management topic using process consulting techniques.

Extensive content knowledge of one or more consulting disciplines, e.g., strategic planning, organization planning and development, information strategy planning.

General working knowledge of the major management disciplines, e.g., finance, information systems, managerial economics, marketing, organization behavior, strategic management.

Understands and can anticipate trends in technology, management, and society.

Effectiveness in building credibility with customer's senior executive management.

Expertise in the management of change.

Effectiveness in leading multifunction, multidisciplinary teams.

Excellent report writing and presentation skills.

Broad knowledge of Digital's products, services, and marketing strategies.

Knowledge of Digital Program Methodology.

Solutions Consultant

Purpose:

To provide expert consulting to customer's decision-makers on how Digital's technology and/or solutions capability can meet their needs.

To analyze and define customer's needs and design Digital deliverable solutions with the objective of leveraging systems and solutions sales.

Responsibilities:

Provides high level sales support. Helps Sales and EIS understand the customer's needs into systems solutions. Designs solutions, assembling solution components from Digital and third-party sources. Develops proposals and presents them to senior level customer management. Identifies additional sales opportunities. Provides expertise on competitive products.

Provides support and input to account teams in developing and implementing their account plans.

Completes high level consulting assignments for customers.

Advises customers on the impact of technology/industry/applications trends on their information technology strategies.

Provides expertise on third-party products and recommends third-party products when appropriate.

Drives introduction of new technology/applications products.

Provides input to Marketing or Engineering strategies in area of expertise.

Conducts internal and external seminars in area of expertise.

Represents Digital by participation in conferences, user groups, and professional associations.

Skill Set Requirements:

Primary expertise in one technology or industry/application area; secondary expertise in a related area.

Broad knowledge of Digital technologies, services, and marketing strategies.

Extensive knowledge of Digital solutions or technological capabilities and of future directions.

Broad knowledge of competitive and third-party offerings.

Strong conceptual understanding of technology and/or industry/applications trends.

Knowledge of Digital Program Methodology.

Ability to identify and conceptualize large project/program opportunities within accounts.

Ability to perform cost-benefit analysis on proposed solutions.

Detailed knowledge of Digital products, technologies, and architectures.

Ability to translate customer operational needs into technical requirements.

Understanding of trade-offs between costs and technical concerns.

Understanding of customer's business needs and of how to use application expertise to meet those needs.

State-of-the-art consulting methodologies for problem analysis, needs analysis, etc.

Methodologies and processes of software development and application design.

Understanding of customer's organization, politics, culture, and decision criteria and processes.

Account Consultant

Purpose:

To provide advice and guidance to customer's senior management on Digital's strategies and products, and to relate them to the customer's business goals.

To provide sales support during the sales cycle and to coordinate the delivery of projects and services into the account.

Responsibilities:

Acts as consistent interface between Digital and the customer. Represents Digital capabilities to the customer and the customer's needs to Digital.

Is assigned to an account for at least 2 to 3 years.

Assists the Account Manager in the account planning process and in formulating enterprise-wide sales and support strategies. Identifies sales and solutions opportunities in the account.

Understands customer's business goals. Translates these into definable needs. Examines alternative approaches to meet those needs. Recommends preferred solutions and alternatives. Supports Account Manager in preparing and presenting proposal to customer. Monitors delivery of solutions to the customer and provides link between the customer's senior management, and the Project/Program Manager and solutions delivery staff.

Coordinates the activities of support resources in the account. Support resources may be from various elements of EIS or from other Digital organization. They may include other consultants with specialized expertise in different areas.

Advises the customer on Digital's mid- to long-term product and support strategies and on general trends in information technology, as these relate to the customer's business.

Identifies large program opportunities.

Skill Set Requirements:

Broad knowledge of Digital's strategies, products, services, policies, and organization.

Knowledge of customer's business and industry and of their culture, style, and decision processes.

Effective in communicating at senior management level. Skills in presenting and selling ideas and in negotiating.

Consulting skills – listening, questioning, interpreting, and analyzing.

Knowledge of account planning and management – strategies and techniques.

Knowledge of information technology and architectures, information systems planning, and analysis.

Knowledge of Digital Program methodology.

Knowledge of strategic management concepts, as they apply to the customer's business.

Especially at senior levels, Account Consultants' skill sets should be very similar to those of Senior Account Managers in Sales.

Educational Consultant

Purpose:

To provide technical and educational expertise to customers and Digital management for developing and delivering solutions to training and educational problems.

To act as program manager or senior resource for major training or educational efforts.

Responsibilities:

Teaches advanced-level courses to Digital customers and employees.

Designs, develops or customizes, and teaches complex courses to meet specific customer/client needs and specifications.

Provides technical and educational expertise in developing solutions for complex training requirements, usually for major accounts for senior management groups.

Provides sales support during the sale of solutions involving training and educational programs.

May be assigned to large accounts as educational account manager.

In conjunction with Marketing and Product Development groups, determines training required for new and revised products.

Provides input to Course Development group on customer/client needs.

Negotiates funding and resources for special requirements.

Provides technical leadership and direction to Educational Specialists. Assists manager in evaluating and developing Educational Specialists.

Drives the introduction of new training and education methodologies. Develops measurement criteria to determine program effectiveness.

Assists manager in the development of work force plans and business plans.

Represents educational and training organization on technical committees. This could involve special studies to forecast future advances in technology and the opportunities they create for training and education services.

Skill Set Requirements:

Technical knowledge at mastery level.

Knowledge of education and training techniques at mastery level.

This includes a knowledge of needs analysis, instructional methodologies, program design and development, program evaluation, and human resources development systems.

Knowledge of Digital Program Methodology.

Skills in leading, directing, and motivating Educational Specialists, often in a project/program management environment.

Knowledge of Digital marketing and account management strategies.

Knowledge of the business of the customer or internal client group supported.

Financial and business management skills.

Consultant Engineer

Purpose:

To serve as a strategic resource, providing technical direction and advice for the planning and development of new technologies and products to meet customer's needs.

Responsibilities:

Acts as a strategic resource in the planning of technology strategy, the development of new systems and products, and the creation of long-range plans.

Acts as expert technical consultant to senior managers, senior customer staff, and the broader technical community.

Provides technical direction to Engineers at all levels. Drives the flow of technical and engineering information to engineering staff. Takes leadership role in the development and dissemination of new or improved engineering or project/program management methods. Recommends new Corporate and industry engineering standards. Monitors engineering activity to ensure adherence to existing standards.

May act as project/program manager for the development of strategic product.

Develops proposals for investment in new technologies or applications.

Provides strong technical focus for the design and development of new systems and products. Ensures consideration of both business and technical concerns in product planning. Coordinates inputs from customer and diverse Digital groups during the development cycle. Troubleshoots complex problems.

Contributes to the selling process where very high level technical expertise and a broad insight into technology strategies are required. Conducts presentations to customers on Digital capabilities and future capabilities. Advises on technical feasibility of proposed solutions. Integrates customer technology strategy with that of Digital.

Represents Digital strategies and positions to external audiences (trade press, technical community, industry groups, user groups, etc.)

Is professionally active. Publishes in technical journals. Speaks at conferences and symposia. Participates in industry standards committee.

At more senior levels, develops technologies and products that extend the state-of-the-art.

Skill Set Requirements:

Master's degree in Engineering or equivalent knowledge.

Mastery level knowledge of hardware/software engineering disciplines, processes, and standards.

Mastery level technical knowledge in area of specialization. Strong and broad knowledge of computer technology and of Digital technology strategies. At senior levels, recognized internally and externally as leading expert in one or more technology areas.

Knowledge of Digital products and market directions and of those of major competitors.

Ability to represent Digital externally in highly visible roles.

To be eligible for appointment to a position as a Consultant Engineer, an individual must have made at least one "major technical contribution" in the previous two years. To be eligible for appointment as a Senior Consultant Engineer, an individual must have made at least two such contributions. A "major technical contribution" is defined as one of:

- (1) Demonstrated leadership in the development of a successful product or process which has measurable results in current or future business.
- (2) Demonstrated leadership in an advanced use of base technologies.
- (3) Unique technical expertise as demonstrated by the depth and breadth of consulting contributions, as well as publications in the area of expertise.
- (4) In advanced development programs, technical contributions that have significantly added to and shaped the underlying technology base available to Digital.

Summary: Enterprise Services Stages

	PLANNING	DESIGN	IMPLEMENTATION	MANAGEMENT
OUTCOME	Strategic Business Directions/Actions Requirements Critical Success Factors Readiness Assessment	Blueprint for Enterprise Integration Information/Solution Architectures Implementation Recommendations/Priorities	Successful integration on enterprise level Successful implementation of systems on the local level	Line management resumes full responsibility Structure to manage continuous improvement is in place
CLIENT MEMBERS	Top Management Senior Line/Staff members	Cross-enterprise Functional Management Technical & OD/HR Specialists	Local Senior Management Cross-functional Local Managers OD/HR Specialists	Local Line Management: Technical, Functional & Human Systems Technical & OD/HR Specialists Project Manager
DIGITAL MEMBERS	Management Consultants Organizational Consultants Industry Consultants	Management & Senior Design Consultants Organizational Consultants IS Consultants Industry/Technical Experts	Program/Project Manager Organizational Consultant IS Consultants Industry/Technical Experts PS Specialists	FS Experts SW Experts Account Managers
DIGITAL ROLE SERVICE	Strategic & Industry Consultation OD/HR Consultation Methods: CSF-I, CSF-T TOP Mapping BNA/OA&P Visioning Value Chain	Strategic & Industry Consultation Human Systems Consultation Methods: Enterprise Definition - (E-DEF) Organizational Assessment & Design RAMS BAM IDEF0, 1, 2 SSAD Simulation (Rapid Modeling)	Strategic & Industry Consultation Technical, OD & HR Consultation Methods: Digital Program Management	Strategic & Industry Consultation Ongoing Support Methods: Climate Surveys Quality Programs Performance Monitoring

Consultant Levels

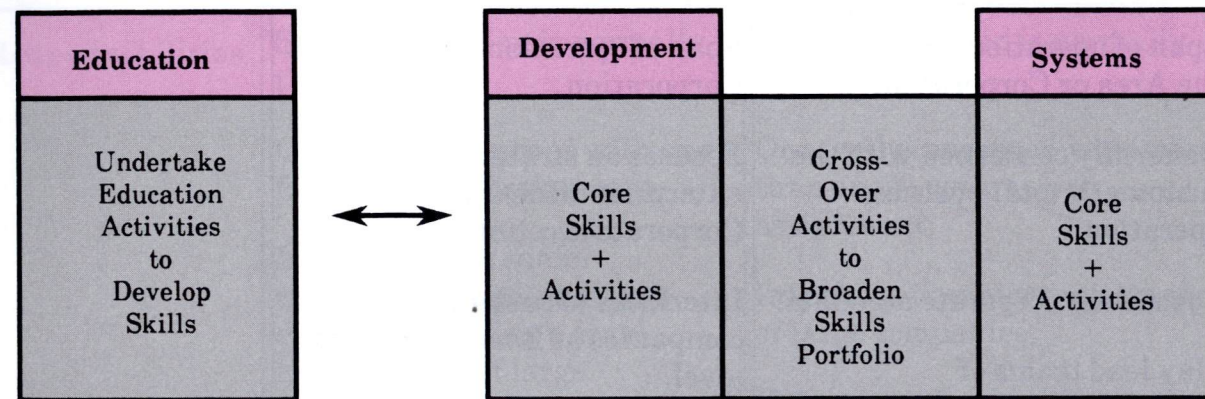
	Consultant I	Consultant II	Consultant III	Consultant IV (Future)
Experience Requirements	2-5 years work experience, including at least 3 years consulting or business experience. Seen by regional career development board.	5-10 years work experience, including at least 8 years consulting or business experience. Knowledge in more than one discipline.	10-15 years work experience, including at least 12 years of consulting or business experience. Seen by area career development board.	15-20 years work experience, including at least 15 years of consulting or business experience, most of it at a senior level.
Responsibilities	<p>Span of operation is normally the District.</p> <p>Generally concerned with one focus area per assignment.</p> <p>Interfaces with senior managers of medium-sized companies, division-level management of large companies.</p>	<p>Span of operation is normally the Region.</p> <p>Generally concerned with more than one focus area per assignment.</p> <p>Interfaces to senior managers of large companies.</p> <p>Has enterprise-wide impact on customer companies.</p> <p>Focuses on major and national accounts.</p> <p>Introduces new methodologies and processes.</p> <p>Helps develop new methodologies and processes.</p> <p>Represents Digital to external world. Is recognized externally as expert in area of specialization.</p>	<p>Span of operation is normally the Area or Corporation.</p> <p>Generally concerned with the customer's total business operation.</p> <p>Focuses on corporate accounts.</p> <p>May lead teams of Consultants.</p> <p>Develops innovative methodologies and processes.</p> <p>Interfaces to major companies at Board level.</p> <p>Influences Marketing and Engineering strategies.</p> <p>Is recognized externally as authority in area of expertise.</p> <p>May provide consultation/work on accounts across geographical areas/countries.</p>	<p>Span of operation is the Corporation.</p> <p>Focuses on strategic, enterprise-wide issues in Corporate accounts.</p> <p>Interfaces to customer companies at Board and CEO level.</p> <p>Leads teams of Senior Consultants. May lead virtual teams which include Senior Managers and Project/Program Managers from various functions.</p> <p>Is recognized externally as leading authority in area of expertise.</p>

Career Pathing/Development

To optimize the Career Development opportunities for individuals in EIS and to gain the planned benefits in the design of the EIS organization, developing a BROADER skills portfolio is seen as the key to success.

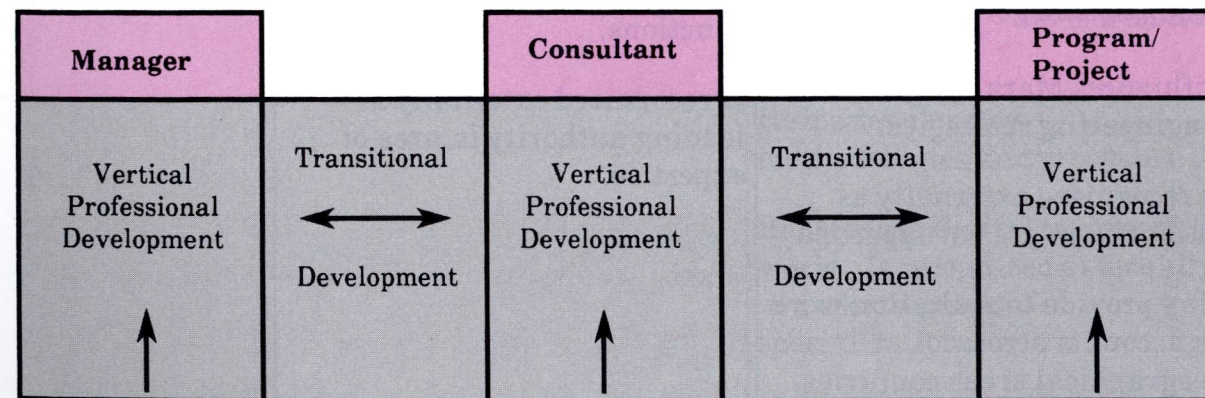
For the Specialists

Specialists will be encouraged to broaden their Core Skills Portfolio, by taking on activities in the other portfolios. In addition, all specialists should view the delivery of education as an opportunity to develop their skills and understanding of the education process.



For the Professions

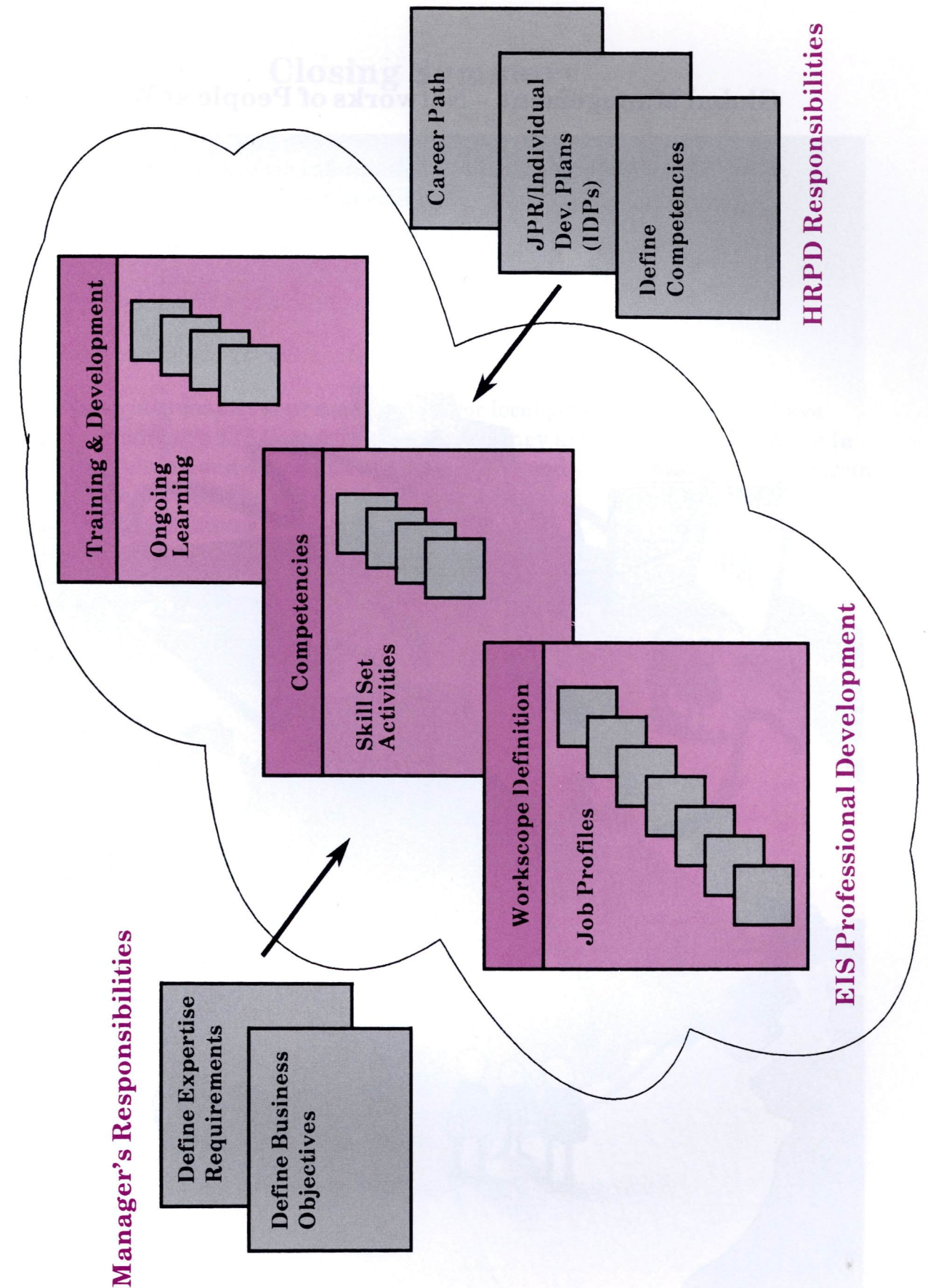
The other non-management professions provide career development opportunities.



Managers should view the other Professions as Career Development Opportunities to broaden their professional skills and/or to develop to higher Management positions.

A non-Management Profession provides a vertical career path as professional skills are enhanced. A career path to the Management profession can also broaden opportunities to develop to higher positions.

Career Development Process



Global Management - Networks of People at Work

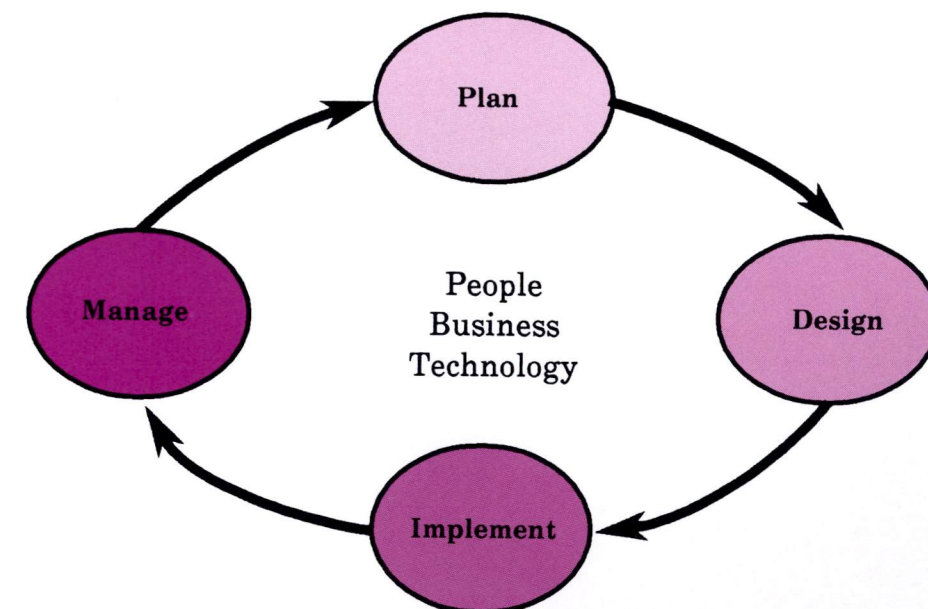


Closing Summary

We have provided you as much information about EIS as is known to us today. In summary, ask yourself three basic questions:

1. Where do I go from here?
2. How can I use this as a resource tool?
3. Where can I go to get more information?

Your next step is to contact your manager and/or local personnel office. We have developed a Manager's EIS Career Handbook and they are prepared to assist you in your career planning and development efforts. Enclosed you will find an EIS Human Resources Career Map. The HR Career map was designed to summarize key elements in the EIS Career framework. It also serves as a simple and easy-to-use vehicle for you and your manager to communicate effectively.



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EIS Organization Roles and Responsibilities

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ROLES & RESPONSIBILITIES

I. INTRODUCTION

The new work of Enterprise Integration Services has necessitated the need for new jobs and new skills. As we continue to provide total and integrated solutions to customers, we find ourselves undergoing change and facing new challenges organizationally and individually. As the business needs change, so will Digital's financial models, career paths, pricing and selling strategies as well. The need to create responsive systems to customers and employees is evident. Therefore we have begun the process, to look at the needs of the EIS Organization, its business, people and structures.

II. PURPOSE

This module creates three professional families:

- (1) Generic Line Management
- (2) Profession of Project/Program Management
- (3) Profession of Technical and Non-Technical Consultancy

As the future trend moves to more flexible and flattened organizations from hierarchal ones, we created generic line managers work roles that will help integrate the EIS organization and remain in close enough contact to the customer. This will also facilitate vertical and horizontal mobility as well as cross-functional movement. This module also introduces a new family of Project/Program Managers. We view this Program Manager as a Digital Program Manager who works cross-functionally as well as with third parties. They do not belong to any one function; rather, they are a single point contact to the customer using the Digital Program Methodology.

We have expanded the consultancy family to include technical and non-technical consulting. This module describes four generic consultant types. You may need to categorize them further. For example, Technical Consultants may be Solutions Consultants, Technologists, or Application Consultants. Non-Technical Consultants may be Management Consultants, Account Consultants, Organizational and/or Human Systems Consultants. Each geography will need to examine its own business objectives to determine what type of Consultants will be needed to do the work. This module only intends to provide a general framework.

III. CONTENT

Enclosed you will find generic work roles and responsibilities for three professional groups:

- (1) Project/Program Managers
- (2) Managers
- (3) Consultants

For now, we are using existing specialists job descriptions that each function has produced. We have not included these here. In the above three groups, there are eleven (11) positions described in this module and their relationship to each other. (refer to Career Framework Chart)

IV. KEY PEOPLE/SUPPORT

- > GIA Area Compensation Staff
- > Regional Compensation & Benefits Managers
- > EISMC Management Team
- > Area/Region PDC Cross-Functional Reviews

V. NEXT STEPS

Since EIS is a new and evolving organization, we do not have all the answers in this first edition. This module is intended to provide basic, generic work roles and responsibilities for each professional group. Formal job descriptions will need to be developed from these guidelines. Generic job codes will need to be assigned by each region (in conjunction with Area C&B). Each region will have to classify each employee into the EIS Career Framework. A GIA Area Cross-functional review will need to take place to examine EIS job levelling compared to Sales and Customer Services.

JOB TITLE: PROJECT MANAGER 1
ORGANIZATION: ENTERPRISE INTEGRATION SERVICES

SUMMARY:

Manages projects of moderate size, risk and complexity. Manages multi-functional projects/programs. Span of operation is a District. Estimates resource requirements, develops project plans, controls project implementation and performs risk analysis. Some Project Managers will be focused on projects or programs where organizations within Digital are the customer.

TASKS:

1. Develops the project/program plan, collaborating with internal Digital functions including the account manager to establish strategies and plans for appropriate projects within the program. Collaborates with other vendors to establish appropriate project plans.
2. Collaborates with Digital's P/L functions to establish a program business plan, including program revenues, costs and profits over the life of the program. Manages programs against a resource and expense plan to deliver total solutions to customer specifications within agreed time and expense constraints. This includes budgets, development and delivery schedules, resource requirements plans, staffing plans and integration plans for third party products. Approves all project/program related purchases, including capital equipment, materials and purchased services. Obtains the consensus of management on the business plan. Manages the approval process. The scope of the business plan will include third-party products and services.
3. Manages the talents of Digital and third-party vendors to analyze the customer's problem definition, and develop the proposal for the integrated solution that best meets Digital's business objectives and solves the customer's problem.
4. Working with the account team and third-party vendors, develops the sales and delivery strategy for the integrated solution.

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5. In partnership with the account team, establishes appropriate cross-functional and third-party vendor commitments for the sale and delivery of the program's integrated solution. Drives the establishment of commitments from other vendors.
 6. Monitors and participates in all negotiations with the customer including solution content, price, payment, and timing of delivery for all program deliverables. Monitors and participates in all negotiations with other vendors. Acts as a primary interface to third parties which includes: statements of work, completion commitments and quality and reporting requirements. Integrates third party plans into master project/program plan.
 7. Manages the presentation of all program proposals, plans, Digital Program Methodology and Digital Solution capabilities, internal to Digital, third-party vendors, and to the customer, where appropriate. Obtains sign-off from customer, third-party vendors, or internal Digital groups on appropriate program documents. Approves the acceptance plan and obtains customer acceptance sign-off.
 8. Manages customer relationship and customer satisfaction, with respect to project/program activities. Is accountable for customer satisfaction, especially related to the project/program deliverable.
 9. Manages the project/program process and coordinates multi-functional resources to ensure goals, schedules and quality commitments are met. Reports the project/program status and progress against the program plan and the program business plan on a regular basis to Digital management. Provides similar reports to customer and third-party management as appropriate. Establishes action plans with the customer, internal Digital groups, and third-party vendors as appropriate to correct deviations from program plans. Facilitates orderly transition from planning and design stage to delivery stage. Conducts post project/program review to measure performance against goals and plans, and its contribution to customers effectiveness. Audit projects/programs of similar complexity.
 10. Establishes and manages risk and contingency plans for Digital, customer, and third-party vendor commitments. Controls change, protecting Digital's contractual position.

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11. Ensures adherence to company standards and other approved processes and tools. Ensures processes are established to protect Digital, the customer, and third-party vendors from improperly disclosing restricted information. Ensures compliance to process.
 12. Manages the project/program team, both internal and third-party. Has some employee relations program responsibility.
 13. Project/Program managers assigned to internal Digital projects and programs may also have the following responsibilities:

Develops and manages multi-functional task forces to support enterprise process change.

Provides technical direction to the discipline/function supported.

Ensures that projects/programs are properly authorized and reflect Digital Corporate directions. Ensures that project/program goals and objectives are continuously tested against Corporate goals and objectives, and remain congruent.

Performs other related duties as required.

This description is not intended to be a complete statement of the position, but rather to act as a guide to the general work to be performed.

EFFECT ON FINANCIAL RESULTS:

MAGNITUDE Direct opportunity to affect revenues and/or costs:

Revenues -- \$5 million to \$25 million
Expense -- \$1 million to \$5 million
Assets -- \$5 million to \$25 million

Indirect opportunity to affect \$50 million to \$100 million.

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TIMEFRAME Direct effect is typically one year. Indirect
OF EFFECT effect is usually one year.

MANAGEMENT OR INFLUENCE OF PEOPLE:

DIVERSITY/
NATURE OF
INFLUENCE May have significant responsibility for project manage-
ment and/or customer/vendor relationships. Has input
on policy and strategy, which is usually limited to
assigned function or organization. Contacts are
primarily of a negotiating and persuading nature.

MANAGEMENT May supervise up to 25 employees. May manage several
larger projects with five to ten members each.
May be focused on one project/program at a time.

PARTICIPATION IN DECISION MAKING:

ROLE Makes individual decisions on project/program staffing
and scheduling, analytical method or approach, or
client/customer strategy. Provides important technical
input to major decision-making processes. Interfaces
with customers.

REVIEW Limited guidelines available. Receives limited review
of decisions.

TIMEFRAME Impact of decisions is usually limited to one year.

BREADTH Decisions are generally limited to aspects of assigned
function or discipline.

PROBLEM SOLVING COMPLEXITY:

SCOPE Solves problems involving very complex issues across
multiple disciplines. Problems, while unique, are more
technical in nature, having short-term implications of
less than one year. May work with technical people
outside Digital in order to solve problems.

GUIDANCE Limited guidance is available.

QUALIFICATIONS:

BREADTH Needs some in depth knowledge of Digital organization
and policies.

* * * INTERNAL USE ONLY * * *

DEPTH Typically requires business, technical or functional knowledge at the mastery level. Needs administrative or operations knowledge.

SKILLS Must have project management skills. Should also be skilled in analysis, communication, scheduling, people management, controlling, and presentation.

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JOB TITLE: PROGRAM MANAGER 2
ORGANIZATION: ENTERPRISE INTEGRATION SERVICES

SUMMARY:

Manages programs of significant size, risk and complexity. May direct other Project Managers. Manages cross-functional programs. Span of operation may be the District or Region. Performs risk management and business management on assigned programs. Manages multi-location projects and/or single site programs with third parties and non-standard components. Manages major business issues arising during program cycle. Some Program Managers will be focused on projects or programs where organizations within Digital are the customer.

TASKS:

1. Develops the program plan, collaborating with internal Digital functions including the account manager to establish strategies and plans for appropriate projects within the program. Collaborates with other vendors to establish appropriate project plans.
2. Collaborates with Digital's P/L functions to establish a program business plan, including program revenues, costs and profits over the life of the program. Manages programs against a resource and expense plan to deliver total solutions to customer specifications within agreed time and expense constraints. This includes budgets, development and delivery schedules, resource requirements plans, staffing plans and integration plans for third party products. Approves all project/program related purchases, including capital equipment, materials and purchased services. Obtains the consensus of management on the business plan. Manages the approval process. The scope of the business plan will include third-party products and services.
3. Orchestrates the talents of Digital and third-party vendors to analyze the customer's problem definition, and develop the proposal for the integrated solution that best meets Digital's business objectives and solves the customer's problem.
4. Working with the account team and third-party vendors, develops the sales and delivery strategy for the integrated solution.

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5. In partnership with the account team, establishes appropriate cross-functional and third-party vendor commitments for the sale and delivery of the program's integrated solution. Drives the establishment of commitments from other vendors.
 6. Monitors and participates in all negotiations with the customer including solution content, price, payment, and timing of delivery for all program deliverables. Monitors and participates in all negotiations with other vendors. Acts as a primary interface to third parties which includes: statements of work, completion commitments and quality and reporting requirements. Integrates third party plans into master project/program plan.
 7. Orchestrates the presentation of all program proposals, plans, Digital Program Methodology and Digital Solution capabilities, internal to Digital, third-party vendors, and to the customer, where appropriate. Obtains sign-off from customer, third-party vendors, or internal Digital groups on appropriate program documents. Approves the acceptance plan and obtains customer acceptance sign-off.
 8. Manages customer relationship and customer satisfaction, with respect to project/program activities. Is accountable for customer satisfaction, especially related to the project/program deliverable.
 9. Manages the program process and coordinates multi-functional resources to ensure goals, schedules and quality commitments are met. Reports the program status and progress against the program plan and the program business plan on a regular basis to Digital management. Provides similar reports to customer and third-party management as appropriate. Establishes action plans with the customer, internal Digital groups, and third-party vendors as appropriate to correct deviations from program plans. Facilitates orderly transition from planning and design stage to delivery stage. Conducts post project/program review to measure performance against goals and plans, and its contribution to customers effectiveness. Audit projects/programs of similar complexity.
 10. Establishes and manages risk and contingency plans for Digital, customer, and third-party vendor commitments. Controls change, protecting Digital's contractual position.

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- 11. Ensures adherence to company standards and other approved processes and tools. Ensures processes are established to protect Digital, the customer, and third-party vendors from improperly disclosing restricted information. Ensures compliance to process.
- 12. Acts as a resource and authority on enterprise processes, process change, design and development alternatives.
- 13. Manages the project/program team, both internal and third-party. Carries out employee relations programs.
- 14. Project/Program managers assigned to internal Digital projects and programs may also have the following responsibilities:

Develops and manages multi-functional task forces to support enterprise process change.

Provides technical direction to the discipline/function supported.

Ensures that projects/programs are properly authorized and reflect Digital Corporate directions. Ensures that project/program goals and objectives are continuously tested against Corporate goals and objectives, and remain congruent.

Performs other related duties as required.

This description is not intended to be a complete statement of the position, but rather to act as a guide to the general work to be performed.

EFFECT ON FINANCIAL RESULTS:

MAGNITUDE Direct opportunity to affect revenues and/or costs:

Revenues	--	\$25 million to \$50 million
Expense	--	\$2 million to \$5 million
Assets	--	\$25 million to \$50 million

Indirect opportunity to affect \$100 million to \$300 million.

* * * INTERNAL USE ONLY * * *

TIMEFRAME/ Direct financial effect is typically one to two years.
OF EFFECT Indirect effect is generally limited to one year.

MANAGEMENT OR INFLUENCE OF PEOPLE:

DIVERSITY/ Often expected to play a business partner role as a
NATURE OF functional representative within Digital. Has
INFLUENCE influence across several organizations and functions.
May oversee multiple locations. Contacts involve
negotiating and persuading, both inside and outside
of Digital.

MANAGEMENT May manage 25 to 50 employees or more. May manage
projects or programs.

PARTICIPATION IN DECISION MAKING:

ROLE Participates in strategic decisions within a single
or a few disciplines. Decisions pertain to issues
such as methods and standards, investments, technology
definition.

REVIEW Few guidelines available.

TIMEFRAME Impact of decisions usually extends from one to three
years.

BREADTH May play a role in some corporate or cross-functional
decisions.

PROBLEM SOLVING COMPLEXITY:

SCOPE Engages in the highest level of problem solving across
multiple technologies. Often needs to develop new
methods to apply to the situation. May have to deal
with complex problems caused by remote locations
and competitive scenarios.

GUIDANCE Limited or no technical guidance is available.

QUALIFICATIONS

BREADTH Needs some in depth knowledge of Digital organization
and policies.

* * * INTERNAL USE ONLY * * *

DEPTH Typically requires business, technical or functional knowledge at the mastery level. Needs administrative or operations knowledge.

SKILLS Must have project management skills. Should also be skilled in analysis, communication, scheduling, people management, controlling, and presentation.

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JOB TITLE: PROGRAM MANAGER 3
ORGANIZATION: ENTERPRISE INTEGRATION SERVICES

SUMMARY:

Manages programs of major size, risk and complexity of strategic importance to Digital. Most programs are multi-functional in nature. May direct or manage other Project/Program Managers. Influences Regional and Area programs and strategies. Manages complex integration programs that are large in scale and long in duration. Some Program Managers will be focused on projects and programs where organizations within Digital are the customer.

TASKS:

1. Develops the program plan, collaborating with internal Digital functions including the account manager to establish strategies and plans for appropriate projects within the program. Collaborates with other vendors to establish appropriate project plans.
2. Collaborates with Digital's P/L functions to establish a program business plan, including program revenues, costs and profits over the life of the program. Manages programs against a resource and expense plan to deliver total solutions to customer specifications within agreed time and expense constraints. This includes budgets, development and delivery schedules, resource requirements plans, staffing plans and integration plans for third party products. Approves all project/program related purchases, including capital equipment, materials and purchased services. Obtains the concensus of management on the business plan. Manages the approval process. The scope of the business plan will include third-party products and services.
3. Orchestrates the talents of Digital and third-party vendors to analyze the customer's problem definition, and develop the proposal for the integrated solution that best meets Digital's business objectives and solves the customer's problem.
4. Working with the account team and third-party vendors, develops the sales and delivery strategy for the integrated solution.

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5. In partnership with the account team, establishes appropriate cross-functional and third-party vendor commitments for the sale and delivery of the program's integrated solution. Drives the establishment of commitments from other vendors.
 6. Monitors and participates in all negotiations with the customer including solution content, price, payment, and timing of delivery for all program deliverables. Monitors and participates in all negotiations with other vendors. Acts as a primary interface to third parties which includes: statements of work, completion commitments and quality and reporting requirements. Integrates third party plans into master project/program plan.
 7. Orchestrates the presentation of all program proposals, plans, Digital Program Methodology and Digital Solution capabilities, internal to Digital, third-party vendors, and to the customer, where appropriate. Obtains sign-off from customer, third-party vendors, or internal Digital groups on appropriate program documents. Approves the acceptance plan and obtains customer acceptance sign-off.
 8. Manages customer relationship and customer satisfaction, with respect to project/program activities. Is accountable for customer satisfaction, especially related to the project/program deliverable.
 9. Manages the program process and coordinates multi-functional resources to ensure goals, schedules and quality commitments are met. Reports the program status and progress against the program plan and the program business plan on a regular basis to Digital management. Provides similar reports to customer and third-party management as appropriate. Establishes action plans with the customer, internal Digital groups, and third-party vendors as appropriate to correct deviations from program plans. Facilitates orderly transition from planning and design stage to delivery stage. Conducts post project/program review to measure performance against goals and plans, and its contribution to customers effectiveness. Audit projects/programs of similar complexity.
 10. Establishes and manages risk and contingency plans for Digital, customer, and third-party vendor commitments. Controls change, protecting Digital's contractual position.

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11. Ensures adherence to company standards and other approved processes and tools. Ensures processes are established to protect Digital, the customer, and third-party vendors from improperly disclosing restricted information. Ensures compliance to process.
 12. Acts as a resource and authority on enterprise processes, process change, design and development alternatives.
 13. Manages the project/program team, both internal and third-party. Carries out employee relations programs.
 14. Project/Program managers assigned to internal Digital projects and programs may also have the following responsibilities:

Develops and manages multi-functional task forces to support enterprise process change.

Provides technical direction to the discipline/function supported.

Ensures that projects/programs are properly authorized and reflect Digital Corporate directions. Ensures that project/program goals and objectives are continuously tested against Corporate goals and objectives, and remain congruent.

Performs other related duties as required.

This description is not intended to be a complete statement of the position, but rather to act as a guide to the general work to be performed.

EFFECT ON FINANCIAL RESULTS:

MAGNITUDE Direct opportunity to affect revenues and/or costs:

Revenues	--	\$50 million to \$75 million
Expense	--	\$5 million to \$10 million
Assets	--	\$25 million to \$50 million

Indirect opportunity to affect \$300 million to \$500 million.

TIMEFRAME Direct financial effect is generally one or two years.
OF EFFECT Indirect influence for up to three years.

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MANAGEMENT OR INFLUENCE OF PEOPLE:

DIVERSITY/
NATURE OF
INFLUENCE May serve as a corporate expert on program issues on cross-functional or cross-organizational projects or teams. Typically influences policy and/or major accounts. Typically oversees multiple locations. Contacts inside and outside Digital typically involve senior individuals and are of a negotiating and persuading nature.

MANAGEMENT May manage 50 to 200 employees or more. May manage large strategic programs.

PARTICIPATION IN DECISION MAKING:

ROLE Participates in strategic decisions within a single or a few disciplines. Decisions pertain to issues such as methods and standards, investments, technology definition.

REVIEW Few guidelines available.

TIMEFRAME Impact of decisions usually extends from one to three years.

BREADTH May play a role in some corporate or cross-functional decisions.

PROBLEM SOLVING COMPLEXITY:

SCOPE Is typically confronted with multidisciplinary issues, often strategic in nature, which may have impact over a relatively long time span (several years). Must frequently be resourceful and original in formulating solutions. Problems are occasionally technical and may affect more than one organization.

GUIDANCE Adheres to corporate goals.

QUALIFICATIONS:

BREADTH Needs broad knowledge of Digital policies, products, markets, and processes, as well as an understanding of business management principles and practices.

* * * INTERNAL USE ONLY * * *

DEPTH Typically requires state-of-the-art technical, functional, or business knowledge.

SKILLS Needs skills in management, planning, problem solving, people management, innovation, analysis, communication, and negotiation.

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JOB TITLE: PROGRAM MANAGER 4
ORGANIZATION: ENTERPRISE INTEGRATION SERVICES

SUMMARY:

Manages large, complex international programs with high strategic impact and high levels of risk. Programs are of enterprise-wide scope. Influences marketing, engineering and account strategy at corporate level. May manage other program managers. Span of operation is normally Area or Corporate-wide. Manages programs of international scope in a multi-cultural environment. Some Program Managers will be focused on projects or programs where organizations within Digital are the customer.

TASKS:

1. Develops the program plan, collaborating with internal Digital functions including the account manager to establish strategies and plans for appropriate projects within the program. Collaborates with other vendors to establish appropriate project plans.
2. Collaborates with Digital's P/L functions to establish a program business plan, including program revenues, costs and profits over the life of the program. Manages programs against a resource and expense plan to deliver total solutions to customer specifications within agreed time and expense constraints. This includes budgets, development and delivery schedules, resource requirements plans, staffing plans and integration plans for third party products. Approves all project/program related purchases, including capital equipment, materials and purchased services. Obtains the consensus of management on the business plan. Manages the approval process. The scope of the business plan will include third-party products and services.
3. Orchestrates the talents of Digital and third-party vendors to analyze the customer's problem definition, and develop the proposal for the integrated solution that best meets Digital's business objectives and solves the customer's problem.
4. Working with the account team and third-party vendors, develops the sales and delivery strategy for the integrated solution.

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5. In partnership with the account team, establishes appropriate cross-functional and third-party vendor commitments for the sale and delivery of the program's integrated solution. Drives the establishment of commitments from other vendors.
 6. Monitors and participates in all negotiations with the customer including solution content, price, payment, and timing of delivery for all program deliverables. Monitors and participates in all negotiations with other vendors. Acts as a primary interface to third parties which includes: statements of work, completion commitments and quality and reporting requirements. Integrates third party plans into master project/program plan.
 7. Orchestrates the presentation of all program proposals, plans, Digital Program Methodology and Digital Solution capabilities, internal to Digital, third-party vendors, and to the customer, where appropriate. Obtains sign-off from customer, third-party vendors, or internal Digital groups on appropriate program documents. Approves the acceptance plan and obtains customer acceptance sign-off.
 8. Manages customer relationship and customer satisfaction, with respect to project/program activities. Is accountable for customer satisfaction, especially related to the project/program deliverable.
 9. Manages the program process and coordinates multi-functional resources to ensure goals, schedules and quality commitments are met. Reports the program status and progress against the program plan and the program business plan on a regular basis to Digital management. Provides similar reports to customer and third-party management as appropriate. Establishes action plans with the customer, internal Digital groups, and third-party vendors as appropriate to correct deviations from program plans. Facilitates orderly transition from planning and design stage to delivery stage. Conducts post project/program review to measure performance against goals and plans, and its contribution to customers effectiveness. Audit projects/programs of similar complexity.
 10. Establishes and manages risk and contingency plans for Digital, customer, and third-party vendor commitments. Controls change, protecting Digital's contractual position.

* * * INTERNAL USE ONLY * * *

- 11. Ensures adherence to company standards and other approved processes and tools. Ensures processes are established to protect Digital, the customer, and third-party vendors from improperly disclosing restricted information. Ensures compliance to process.
- 12. Acts as a resource and authority on enterprise processes, process change, design and development alternatives.
- 13. Manages the project/program team, both internal and third-party. Carries out employee relations programs.
- 14. Project/Program managers assigned to internal Digital projects and programs may also have the following responsibilities:

Develops and manages multi-functional task forces to support enterprise process change.

Provides technical direction to the discipline/function supported.

Ensures that projects/programs are properly authorized and reflect Digital Corporate directions. Ensures that project/program goals and objectives are continuously tested against Corporate goals and objectives, and remain congruent.

Performs other related duties as required.

This description is not intended to be a complete statement of the position, but rather to act as a guide to the general work to be performed.

EFFECT ON FINANCIAL RESULTS:

MAGNITUDE Has significant opportunity to affect revenues and/or costs:

Revenues -- \$100 million to \$500 million
 Expense -- \$10 million to \$50 million
 Assets -- \$50 million to \$100 million

Impact is generally directly related to Digital financial results.

TIMEFRAME OF EFFECT Financial effect typically extends from three to five years.

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MANAGEMENT OR INFLUENCE OF PEOPLE:

DIVERSITY/ NATURE OF INFLUENCE Is responsible for setting and managing environment. Advises on many technical matters. Typically influences policy and/or major accounts. Typically oversees multiple locations. Contacts inside and outside Digital typically involve senior individuals and are of a negotiating and persuading nature.

MANAGEMENT May manage 200 to 500 employees or more, spanning multiple disciplines and/or staff functions. May manage projects or programs.

PARTICIPATION IN DECISION MAKING:

ROLE Participates, typically as a senior staff member, in policy and strategy decisions affecting multiple disciplines, major policies, prices, investments, technologies, and standards.

REVIEW Few, if any guidelines available.

TIMEFRAME Impact of decisions may extend up to five years.

BREADTH May play a role in some corporate or cross-functional decisions.

PROBLEM SOLVING COMPLEXITY:

SCOPE Encounters problems that are very broad in scope and diverse in nature, with long range organizational implications (several years). Is often required to deal with strategic business issues that affect more than one organization. Usually has to define or redefine problems.

GUIDANCE Adheres to corporate goals.

QUALIFICATIONS:

BREADTH Needs broad knowledge of Digital organization, culture, policies, products, markets, and processes. Must have a solid understanding of business planning methods.

* * * INTERNAL USE ONLY * * *

DEPTH Typically requires state-of-the-art technical, functional, or business knowledge.

SKILLS Needs skills in management, planning, problem solving, people management, innovation, analysis, communication, and negotiation.

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JOB TITLE: FIRST LEVEL MANAGER
ORGANIZATION: ENTERPRISE INTEGRATION SERVICES

SUMMARY:

Manages an EIS Unit or one or more products, programs, businesses or support activities. Responsible to maximize business performance, customer satisfaction, Digital solutions capabilities, and the development, utilization and commitment of employees. Contributes as a member of a multi-functional team to the achievement of business and account objectives. May manage or support systems integration, project and program planning and implementation, customer engineering, training design and delivery, sales support and customer/account support, consulting etc.

TASKS:

1. Develops operating goals and business plans. Provides input for District or Regional operating plans. Implements approved plans.
2. May manage a group of EIS staff. Recruits, directs, motivates, develops, counsels, conducts performance and salary reviews, establishes performance goals, establishes positive employee relations climate.
3. Achieves business goals by ensuring delivery of services sold and by managing revenue, backlog, cost and the utilization of resources.
4. Generates and monitors operational reports to track business activity, productivity and resource allocation. Identifies opportunities and problems and takes appropriate action.
5. As a member of a multi-functional account team, contributes to development of account strategies. Identifies and develops new business.
6. With Sales and Account managers, develops and implements tactics for providing sales support to assigned accounts.
7. Manages customer issues through the pre-sales and delivery cycle. Meets customer satisfaction goals for assigned accounts. Provides visible problem management for current or potential customers.
8. Designs, develops and implements programs, policies, procedures and administrative systems to support business activity and organizational goals.

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9. Ensures that business activities comply with Digital policies and standards and with relevant laws.
 10. Participates in task forces, special projects, committees - often of a multi-functional nature.

Performs other related duties as required.

This description is not intended to be a complete statement of the position, but rather to act as a guide to the general work to be performed.

EFFECT OF FINANCIAL RESULTS:

MAGNITUDE Direct opportunity to affect revenues and/or costs:

Revenues -- \$5 million to \$25 million
 Expense -- \$1 million to \$5 million
 Assets -- \$5 million to \$25 million

Indirect opportunity to affect \$50 million to \$100 million.

TIMEFRAME OF EFFECT Direct effect is typically one year. Indirect effect is usually one year.

MANAGEMENT OR INFLUENCE OF PEOPLE:

DIVERSITY/
 NATURE OF
 INFLUENCE Has some influence across several organizations and functions. May oversee multiple locations. Contacts often involve problem resolution and may involve account management. Engages in negotiation and persuasion.

MANAGEMENT Direct manage a group of 10 to 25 employees generally performing similar tasks. May manage projects of programs.

PARTICIPATION IN DECISION MAKING:

ROLE Makes operational decisions. Involved in operational and staff utilization planning. Often provides critical and prominent technical input to major decision-making processes. Often serves as final technical reviewer.

* * * INTERNAL USE ONLY * * *

REVIEW Few guidelines available. Individual decisions are subject to very limited review and approval.

TIMEFRAME Impact of decisions extends to one or two years.

BREADTH Involvement usually limited to a single function or discipline.

PROBLEM SOLVING COMPLEXITY:

SCOPE Solves problems involving very complex technical issues across multiple disciplines. Problems, while unique, are more tactical in nature, having short-term implications of less than one year. May work with technical people outside of Digital in order to solve problems.

GUIDANCE Limited guidance is available.

QUALIFICATIONS:

BREADTH Needs some in-depth knowledge of Digital organization and policies.

DEPTH Typically requires business, technical or functional knowledge at the mastery level. Needs administrative or operations knowledge.

SKILLS Must have project management skills. Should also be skilled in analysis, communication, scheduling, controlling, and presentation.

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JOB TITLE: MIDDLE MANAGER
ORGANIZATION: ENTERPRISE INTEGRATION SERVICES

SUMMARY:

Manages a number of First-level Managers and/or consultants, program managers and senior individual contributors, often at multiple locations. Develops and implements strategies and operating plans with multi-functional groups to sell and deliver integrated solutions. Achieves goals for customer and sales satisfaction, financial performance and human resource development.

TASKS:

1. Develops operating goals and business plans for the business unit, and manages their implementation. Provides input to Regional/Area operating goals and business plans.
2. Manages First-level Managers and senior staff. Develops staff and skilling strategies. Ensures positive organizational climate. Creates high performance management team. Manages people from diverse disciplines and often at multiple locations.
3. Defines EIS role and responsibilities in relation to those of other functions. Works with multi-functional peer group to establish goals and business plans.
4. Develops, negotiates and manages budgets - revenue, expense, contribution and capital. Manages cost centers, either directly or through First-level Managers.
5. Meets customer satisfaction goals. Monitors the state of customer satisfaction; implements programs and corrective action as required. Works directly with customers when situations require high level involvement, e.g. difficult, complex or politically sensitive customer situations.
6. Devises strategies to develop business and deliver integrated solutions in target industries and accounts. Participates in sales calls to customers' senior management.
7. Recommends, proposes and secures approval for and implements policies, procedures and programs. Approves plans and proposals in area of responsibility.

* * * INTERNAL USE ONLY * * *

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8. May have to adapt plans to various cultures, customs and business practices.
 9. May manage people through a matrix. May be managed through a matrix.
 10. If the Middle Manager is a member of a Country Management Team:

Participates as a member of the Country Management Team to work general management issues for the Country organization.

Represents Digital and EIS to the local government and the business community for the purpose of maintaining good public and government relations, complying with local laws and regulations etc.

Reviews Country-specific proposals for Personnel programs (salary and benefits plans, policies, programs, etc.) Approves as member of Country Management Team and submits to Region/Area for approval.

Performs other related duties as required.

This description is not intended to be a complete statement of the position, but rather to act as a guide to the general work to be performed.

EFFECT ON FINANCIAL RESULTS:

MAGNITUDE Direct opportunity to affect revenues and/or costs:

Revenues	--	\$50 million to \$75 million
Expense	--	\$5 million to \$10 million
Assets	--	\$25 million to \$50 million

Indirect opportunity to affect \$300 million to \$500 million.

TIMEFRAME Direct financial effect is generally one or two years.
OF EFFECT Indirect influence for up to three years.

MANAGEMENT OR INFLUENCE OF PEOPLE:

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DIVERSITY/
NATURE OF
INFLUENCE May serve as a corporate expert on technical issues on cross-functional or cross-organizational projects or teams. Typically influences policy and/or major accounts. Typically oversees multiple locations. Contacts inside and outside Digital typically involve senior individuals and are of a negotiating and persuading nature.

MANAGEMENT May manage 50 to 200 employees or more. May manage projects or programs.

PARTICIPATION IN DECISION MAKING:

ROLE Participates in strategic decisions within a single or a few disciplines. Decisions pertain to issues such as methods and standards, investments, technology definition.

REVIEW Few guidelines available.

TIMEFRAME Impact of decisions usually extends from one to three years.

BREADTH May play a role in some corporate or cross-functional decisions.

PROBLEM SOLVING COMPLEXITY:

SCOPE Is typically confronted with multidisciplinary issues, often strategic in nature, which may have impact over a relatively long time span (several years). Must frequently be resourceful and original in formulating solutions. Problems are occasionally technical and may affect more than one organization.

GUIDANCE Adheres to corporate goals.

QUALIFICATIONS:

BREADTH Needs broad knowledge of Digital policies, products, markets, and processes, as well as an understanding of business management principles and practices.

DEPTH Typically requires state-of-the-art technical, functional, or business knowledge.

SKILLS Needs skills in management, planning, problem solving, innovation, analysis, communication, and negotiation.

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JOB TITLE: SENIOR MANAGER
ORGANIZATION: ENTERPRISE INTEGRATION SERVICES

SUMMARY:

Manages a Region or an Area staff or business function. They are normally members of the GIAEISMC. Coordinates the activities of a number of business entities and related staff/support groups to maximize revenues, profit, customer satisfaction and organizational effectiveness. Contributes as a member of a multi-functional team to achieve strategic goals and objectives.

TASKS:

1. Defines and communicates the direction and vision of the EIS organization, both within EIS and to its Digital business partners.
2. As a member of the EIS Management Team/Country Management Team, contributes to the development of business plans and strategies. Adapts plans to different cultures, customs, legal and political systems and business practices.
3. Develops, approves and controls budgets.
4. Develops operations plans, usually in one to three year time frame, in accordance with Area direction. Approves operational and business plans of Middle Managers.
5. Manages a team of Middle Managers, and a group of business units with varying missions and in different locations. Manages managers and organizations from different technical disciplines and cultural backgrounds. Develops and implements strategies for organizational change and effectiveness.
6. Develops, proposes or approves policies, procedures and programs.
7. Acts as a senior management resource for handling complex, difficult and politically sensitive customer situations.
8. If the Senior Manager is a member of a Country Management Team:

Same Country Management responsibilities as for Middle Manager on Country Management Team.

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Performs other related duties as required.

This description is not intended to be a complete statement of the position, but rather to act as a guide to the general work to be performed.

EFFECT ON FINANCIAL RESULTS:

MAGNITUDE Has significant opportunity to affect revenues and/or costs.

Revenues -- \$100 million to \$500 million
Expense -- \$10 million to \$50 million
Assets -- \$50 million to \$100 million

Impact is generally directly related to Digital financial results.

TIMEFRAME OF EFFECT Financial effect typically extends from three to five years.

MANAGEMENT OR INFLUENCE OF PEOPLE:

DIVERSITY/
NATURE OF
INFLUENCE Is responsible for setting and managing environment. Advises on many technical matters. Typically influences policy and/or major accounts. Typically oversees multiple locations. Contacts inside and outside Digital typically involve senior individuals and are of a negotiating and persuading nature.

MANAGEMENT May manage 200 to 500 employees or more spanning multiple disciplines and/or staff functions. May manage projects or programs.

PARTICIPATION IN DECISION MAKING:

ROLE Participates, typically as a senior staff member, in policy and strategy decisions affecting multiple disciplines, major policies, prices, investments, technologies, and standards.

REVIEW Few, if any, guidelines available.

TIMEFRAME Impact of decisions may extend up to five years.

BREADTH May play a role in some corporate or cross-functional decisions.

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PROBLEM SOLVING COMPLEXITY:

SCOPE Encounters problems that are very broad in scope and diverse in nature, with long-range organizational implications (several years). Is often required to deal with strategic business issues that affect more than one organization.

GUIDANCE Adheres to corporate goals.

QUALIFICATIONS:

BREADTH Needs a broad knowledge of Digital organization, culture, policies, products, markets, and processes. Must have a solid understanding of business planning methods.

DEPTH Typically requires state-of-the-art technical, functional, or business knowledge.

SKILLS Needs skills in management, planning, problem solving, innovation, analysis, communication, and negotiation.

* * * INTERNAL USE ONLY * * *

JOB TITLE: CONSULTANT I
ORGANIZATION: ENTERPRISE INTEGRATION SERVICES

SUMMARY:

Analyzes customer needs and designs solutions, or components of solutions to meet those needs. Provides technical leadership to professionals in their field. Initiates and drives the introduction of new technologies and methodologies. Develops strategies, policies and standards. Interfaces with customer's senior management to understand the business as well as technical aspects of the customer's problems. May act as a project or program manager for some of the more complex deliverables, or may serve as an expert resource to the project or program team. Span of operation is normally the District. Generally concerned with at least one focus area per assignment. Interfaces with senior managers of medium sized companies, division-level management of large companies.

TASKS:

Performs one or more of the following activities:

1. Manages consulting projects. Identifies opportunities for planning and designing integrated solutions to meet the customer's strategic business goals.
2. Provides expertise support and input to assist corporate account teams and sales management in the identification and review of business problems or opportunities which are strategic to the customer due to their size, impact, and/or value.
3. Manages the consulting engagement in concert with account team from qualifying the customer through completion of and reporting to customer and Digital on the results of the consulting assignment.
4. Develops and presents proposals to Senior level customers, advising customers on topics such as Digital's consulting techniques, processes, capabilities, strategies and products utilizing knowledge of business and management concepts as well as general trends in the economy, industry, society and technology to relate them to the customers business goals.

* * * INTERNAL USE ONLY * * *

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5. Evaluates customer's business mission, objectives, and requirements. Using effective consulting methodologies, translates customer needs into solution.
 6. Designs and facilitates customer and internal workshops to achieve clarity and focus in complex unstructured situations.
 7. Designs solutions by leveraging Digital functional and cross-functional resources, customer resources, and, may interface with third-party resources, as necessary, to ensure the consulting engagement meets customer expectations and requirements.
 8. Participates on a regular basis in account planning activities of key accounts to educate account teams on the nature and value of consulting services to establish and maintain long-term client relationships.
 9. Supports senior management on the development and expansion of Digital's consulting business.
 10. As a member of internal or external task-forces, study groups or committees, provides input to the development and implementation of consulting methodologies, business practices, policies, and/or standards. Represents Digital by participating in conferences, user groups and professional associations.
 11. May provide expertise in one or more industry or advanced speciality areas. May provide input to marketing or engineering strategies.
 12. Maintains a broad knowledge and/or awareness of Digital technologies and strategies.
 13. Keeps abreast of business trends and maintains a broad level of knowledge in particular areas of expertise. Drives the introduction of new technologies and applications.

Performs other related duties as required.

This description is not intended to be a complete statement of the position, but rather to act as a guide to the general work to be performed.

* * * INTERNAL USE ONLY * * *

EFFECT ON FINANCIAL RESULTS:

MAGNITUDE Direct opportunity to affect revenues and/or costs:

Revenues -- \$1 million to \$3 million
Expense -- May be responsible for project budget of as much as \$1 million
Assets -- \$1 million to \$2 million

TIMEFRAME Direct effect is often limited to periods of less than
OF EFFECT one year. Indirect influence is approximately one year.

MANAGEMENT OR INFLUENCE OF PEOPLE:

DIVERSITY/ NATURE OF INFLUENCE May have ongoing project management responsibility with cross-functional or cross-organizational influence. Generally resolves problems or gives technical advise. Does some negotiating. May have cross-functional or cross-organizational involvement. May have influence role outside Digital of building and maintaining relationships with customers, vendors or others.

MANAGEMENT May supervise up to 25 employees. May lead a project with greater than five team members or multiple smaller projects.

PARTICIPATION IN DECISION MAKING:

ROLE Gives heavy technical input into decisions. May make or participate in decisions on work assignments, schedule revisions, design features, resource allocations.

REVIEW Limited guidelines available. Receives limited review of decisions.

TIMEFRAME Impact of decisions typically extends from six months to one year.

BREADTH Decisions are usually limited to immediate assigned function.

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PROBLEM SOLVING COMPLEXITY:

- SCOPE Solves problems involving very complex, technical issues across multiple disciplines. Problems, while unique, are more tactical in nature, having short-term implications of less than one year. May work with technical people outside of Digital in order to solve problems.
- GUIDANCE Limited guidance is available.

QUALIFICATIONS:

- BREADTH Needs some in-depth knowledge of Digital organization and policies.
- DEPTH Typically requires business, technical or functional knowledge at the mastery level. Needs administrative or operations knowledge.
- SKILLS Must have project management skills. Should also be skilled in analysis, communication, scheduling, controlling, and presentation.

* * * INTERNAL USE ONLY * * *

JOB TITLE: CONSULTANT 2
ORGANIZATION: ENTERPRISE INTEGRATION SERVICES

SUMMARY:

Analyzes customer needs and designs solutions, or components of solutions to meet those needs. Provides technical leadership to professionals in their field. Initiates and drives the introduction of new technologies and methodologies. Develops strategies, policies and standards. Interfaces with customer's senior management to understand the business as well as technical aspects of the customer's problems. May act as a project or program manager for some of the project or program team. Span of operations is normally the Region. Generally concerned with more than one focus area per assignment. Interfaces to senior managers of large companies. Has enterprise-wide impact on customer companies. Focuses on major and national accounts. Represents Digital externally as an expert in their area of specialization.

TASKS:

Directly performs, and in some cases assists with, any or all tasks depending upon the size, scope, and complexity of the business problem.

1. Designs, manages, and/or conducts consulting projects. Identifies opportunities for planning and designing integrated solutions to meet the customer's strategic business goals.
2. Provides expertise, support, and input to assist corporate account teams and sales management in the identification and review of business problems or opportunities which are strategic to the customer due to their size, impact, and/or value.
3. Manages and/or leads the consulting engagement in concert with account team from qualifying the customer through completion of and reporting to customer and Digital on the results of the consulting assignment.
4. Develops and presents proposals to senior level customers. Advising customers on topics such as Digital's consulting techniques, processes, capabilities, strategies, and products, utilizing knowledge of business and management concepts as well as general trends in the economy, industry, society and technology to relate them to the customer's business goals.

* * * INTERNAL USE ONLY * * *

5. Evaluates customer's business mission, objectives, and requirements. Using effective consulting methodologies. Translates customer needs into solutions.
6. Designs and facilitates customer and internal workshops, to achieve clarity and focus in complex unstructured situations.
7. Designs solutions by leveraging Digital functional and cross-functional resources, customer resources, and, in some cases, third-party resources, as necessary, to ensure the consulting engagement meets customer expectations and requirements.
8. Participates on a regular basis in account planning activities of key accounts to educate account teams on the nature and value of consulting services to establish and maintain long-term client relationships.
9. Participates with and supports senior management on the development and expansion of Digital's consulting business.
10. As a member of internal or external task-forces, study groups, or committees, provides input to the development and implementation of consulting methodologies, business practices, policies, and/or standards. Represents Digital by participating in conferences, user groups and professional associations.
11. May provide expertise in one or more industry or advanced specialty areas. May provide input to marketing or engineering strategies.
12. Maintains a broad knowledge and/or awareness of Digital technologies and strategies.
13. Keeps abreast of business trends and maintains a comprehensive level of knowledge in particular areas of expertise. Drives the introduction of new technology and applications.

Performs other related duties as required.

This description is not intended to be a complete statement of the position, but rather to act as a guide to the general work to be performed.

* * * INTERNAL USE ONLY * * *

EFFECT ON FINANCIAL RESULTS:

MAGNITUDE Direct opportunity to affect revenues and/or costs:

Revenues -- \$25 million to \$50 million
Expense -- \$2 million to \$5 million
Assets -- \$25 million to \$50 million

Indirect opportunity to affect \$100 million to \$300 million.

TIMEFRAME Direct financial effect is typically one year. Indirect
OF EFFECT effect is generally limited to one year.

MANAGEMENT OR INFLUENCE OF PEOPLE:

DIVERSITY/ Has some influence across several organizations and
NATURE OF functions. May oversee multiple locations.
INFLUENCE Contacts often involve problem resolution and may
involve account management. Engages in negotiation
and persuasion.MANAGEMENT Direct manage a group of 10 to 25 employees generally
performing similar tasks. May manage projects or
programs.

PARTICIPATION IN DECISION MAKING:

ROLE Makes operational decisions. Involved in operational
and staff utilization planning. Often provides critical
and prominent technical input to major decision-making
processes. Often serves as final technical reviewer.REVIEW Few guidelines available. Individual decisions are
subject to very limited review and approval.

TIMEFRAME Impact of decisions extends to one or two years.

BREADTH Involvement usually limited to a single function or
discipline.

PROBLEM SOLVING COMPLEXITY:

* * * INTERNAL USE ONLY * * *

SCOPE Engages in the highest level of technical problem solving across multiple technologies. Often needs to develop new methods to apply to the situation. May have to deal with complex problems caused by remote locations and competitive scenarios.

GUIDANCE Limited or no technical guidance is available.

QUALIFICATIONS:

BREADTH Needs to know Digital policies, markets, and processes. May require specialized functional knowledge.

DEPTH Typically requires mastery to state-of-the-art technical, functional, or business knowledge. Emphasis of the position is on depth of knowledge in a specialized area.

SKILLS Needs managerial and planning skills, as well as skills in analysis, innovation, communication, and negotiation.

* * * INTERNAL USE ONLY * * *

JOB TITLE: CONSULTANT 3
ORGANIZATION: ENTERPRISE INTEGRATION SERVICES

SUMMARY:

Analyzes customers needs and designs solutions, or components of solutions to meet those needs. Provides technical leadership to professionals in their field. Initiates and drives the introduction of new technologies and methodologies. Develops strategies, policies and standards. Interfaces with customer's senior management to understand the business as well as technical aspects of the customer's problems. May act as a project or program manager for some of the more complex deliverables, or may serve as an expert resource to the project or program team. Span of operation is normally the Area or Corporation. Generally concerned with the customer's total business operation. Focuses on corporate accounts. May lead a team of consultants. Develops innovative methodologies and processes. Interfaces with major companies at the Board level. Influences marketing and engineering strategies. Is recognized externally as an authority in area of expertise.

TASKS:

1. Designs, manages, and/or conducts consulting projects. Identifies opportunities for planning and designing integrated solutions to meet the customer's strategic business goals.
2. Provides expertise, support and input to assist corporate account teams and sales management in the identification and review of client business problems or opportunities which are strategic to the customer due to their size, impact, and/or value.
3. Manages and/or directs the consulting engagement in concert with account team from qualifying the customer through completion of and reporting to customer and Digital on the results of the consulting assignment.
4. Develops and presents proposals to senior level customers. Advising customers on topics such as Digital's consulting techniques, processes, capabilities, strategies and products utilizing knowledge of business and management concepts as well as knowledge of general trends in the economy, industry, society, and technology to relate them to the customer's business goals.

* * * INTERNAL USE ONLY * * *

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5. Evaluates customer's high-level business mission, objectives, and requirements using effective consulting methodologies. Translates customer needs into solutions.
 6. Designs and facilitates customer and internal workshops to achieve clarity and focus in complex unstructured situations.
 7. Designs solutions by leveraging Digital functional and cross-functional resources, customer resources, and third-party resources, as necessary, to ensure the consulting engagement meets customer expectations and requirements.
 8. Participates on a regular basis in account planning activities of key accounts to educate account teams on the nature and value of consulting services to establish and maintain long-term client relationships.
 9. As a senior individual contributor, develops and recommends to senior Digital management strategies and/or plans for the continuing growth of Digital's consulting business.
 10. Manages or leads external and internal task-forces, study groups or committees focused upon the development and implementation of consulting methodologies, business practices, policies, and/or standards. Represents Digital by participation in conferences, user groups and professional associations.
 11. As a senior individual contributor, coaches, counsels, and trains less experienced colleagues.
 12. May provide expertise in one or more industry or advanced specialty areas. May provide input to marketing or engineering strategies.
 13. Maintains a broad knowledge and/or awareness of Digital technologies and strategies.
 14. Keeps abreast of business trends and maintains a state-of-the-art level of knowledge in particular areas of expertise. Drives the introduction of new technology and/or applications.

Performs other related duties as required.

This description is not intended to be a complete statement of the position, but rather to act as a guide to the general work to be performed.

* * * INTERNAL USE ONLY * * *

EFFECT ON FINANCIAL RESULTS:

MAGNITUDE Direct opportunity to affect revenues and/or costs:

Revenues -- \$50 million to \$75 million
 Expense -- \$5 million to \$10 million
 Assets -- \$25 million to \$50 million

Indirect opportunity to affect \$300 million to \$500 million.

TIMEFRAME Direct financial effect is generally one or two years.
 OF EFFECT Indirect influence for up to three years.

MANAGEMENT OR INFLUENCE OF PEOPLE:

DIVERSITY/ May serve as a corporate expert on technical issues
 NATURE OF on cross-functional or cross-organizational projects
 INFLUENCE or teams. Typically influences policy and/or major
 accounts. Typically oversees multiple locations.
 Contacts inside and outside Digital typically involve
 senior individuals and are of a negotiating and
 persuading nature.

MANAGEMENT May manage 50 to 200 employees or more. May manage
 projects or programs.

PARTICIPATION IN DECISION MAKING:

ROLE Participates in strategic decisions within a single or
 a few disciplines. Decisions pertain to issues such
 as methods and standards, investments, technology
 definition.

REVIEW Few guidelines available.

TIMEFRAME Impact of decisions usually extends from one to three
 years.

BREADTH May play a role in some corporate or cross-functional
 decisions.

* * * INTERNAL USE ONLY * * *

PROBLEM SOLVING COMPLEXITY:

SCOPE Is typically confronted with multidisciplinary issues, often strategic in nature, which may have impact over a relatively long time span (several years). Must frequently be resourceful and original in formulating solutions. Problems are occasionally technical and may affect more than one organization.

GUIDANCE Adheres to corporate goals.

QUALIFICATIONS:

BREADTH Needs broad knowledge of Digital policies, products, markets, and processes, as well as an understanding of business management principles and practices.

DEPTH Typically requires state-of-the-art technical, functional, or business knowledge.

SKILLS Needs skills in management, planning, problem solving, innovation, analysis, communication, and negotiation.

* * * INTERNAL USE ONLY * * *

JOB TITLE: CONSULTANT 4
ORGANIZATION: ENTERPRISE INTEGRATION SERVICES

SUMMARY:

Analyzes customers needs and designs solutions, or components of solutions to meet those needs. Provides technical leadership to professionals in their field. Initiates and drives the introduction of new technologies and methodologies. Develops strategies, policies and standards. Interfaces with customer's senior management to understand the business as well as technical aspects of the customer's problems. May act as a project or program manager for some of the more complex deliverables, or may serve as an expert resource to the project or program team. Span of operation is the Corporation. Focuses on strategic, enterprise-wide issues in Corporate accounts. Interfaces to customer companies at Board and CEO level. Leads teams of senior consultants. May lead virtual teams which include senior managers and project/program managers from various functions. Is recognized externally as leading authority in area of expertise.

TASKS:

1. Designs and manages and/or conducts consulting projects. Identifies opportunities for planning and designing integrated solutions to meet the customer's strategic business goals.
2. Provides expertise, support and input to assist corporate account teams and sales management in the identification and review of client business problems or opportunities which are strategic to the customer due to their size, impact, and/or value.
3. Directs and manages the consulting engagement in concert with account team from qualifying the customer through completion of and reporting to customer and Digital on the results of the consulting assignment.
4. Develops and presents proposals to senior level customers. Advising customers on topics such as Digital's consulting techniques, processes, capabilities, strategies and products utilizing knowledge of business and management concepts as well as knowledge of general trends in the economy, industry, society, and technology to relate them to the customer's business goals.

* * * INTERNAL USE ONLY * * *

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5. Evaluates customer's high-level business mission, objectives, and requirements using effective consulting methodologies. Translates customer needs into solutions.
 6. Designs and facilitates customer and internal workshops to achieve clarity and focus in complex unstructured situations.
 7. Designs solutions by leveraging Digital functional and cross-functional resources, customer resources, and third-party resources, to ensure the consulting engagement meets customer expectations and requirements.
 8. Participates on a regular basis in account planning activities of key accounts to educate account teams on the nature and value of consulting services to establish and maintain long-term client relationships.
 9. As a senior individual contributor, develops and recommends to senior Digital management strategies and plans for the continuing growth of Digital's consulting business.
 10. Directs and manages external and internal task-forces, study groups or committees focused upon the development and implementation of consulting methodologies, business practices, policies, and/or standards. Represents Digital by participation in conferences, user groups and professional associations.
 11. As a senior individual contributor, coaches, counsels, and trains less experienced colleagues.
 12. May provide expertise in one or more industry or advanced specialty areas may provide input to marketing or engineering strategies.
 13. Maintains a broad knowledge and/or awareness of Digital technologies and strategies.
 14. Keeps abreast of business trends and maintains a state-of-the-art level of knowledge in particular areas of expertise. Drives the introduction of new technology and/or applications.
- Performs other related duties as required.

This description is not intended to be a complete statement of the position, but rather to act as a guide to the general work to be performed.

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SPECIAL JOB REQUIREMENTS:

Individuals require Development Committee review and approval prior to classification into this position.

EFFECT ON FINANCIAL RESULTS:

MAGNITUDE Direct opportunity to affect revenues and/or costs:

Revenues -- \$75 million to \$100 million
Expense -- \$10 million to \$20 million
Assets -- \$25 million to \$75 million

Indirect opportunity to affect \$500 million or more.

TIMEFRAME Direct financial effect is generally limited to one to
OF EFFECT three years. Indirect effect is five years or more.

MANAGEMENT OF INFLUENCE OF PEOPLE:

DIVERSITY/ Is responsible for setting and managing environment.
NATURE OF Advises on many technical matters. Typically influences
INFLUENCE policy and/or major accounts. Typically oversees
multiple locations. Contacts inside and outside
Digital typically involve senior individuals and are
of a negotiating and persuading nature.

MANAGEMENT May manage 200 to 500 employees or more spanning
multiple disciplines and/or staff functions. May
manage projects or programs.

PARTICIPATION IN DECISION MAKING:

ROLE Participates, typically as a senior staff member, in
policy and strategy decisions affecting multiple
disciplines, major policies, prices, investments,
technologies, and standards.

REVIEW Few, if any, guidelines available.

TIMEFRAME Impact of decisions may extend up to five years.

BREADTH May play a role in some corporate or cross-functional
decisions.

* * * INTERNAL USE ONLY * * *

PROBLEM SOLVING COMPLEXITY:

SCOPE Encounters problems that are very broad in scope and diverse in nature, with long-range organizational implications (several years). Is often required to deal with the strategic business issues that affect more than one organization.

GUIDANCE Adheres to corporate goals.

QUALIFICATIONS:

BREADTH Needs a broad knowledge of Digital organization, culture, policies, products, markets, and processes. Must have a solid understanding of business planning methods.

DEPTH Typically requires state-of-the-art technical, functional, or business knowledge.

SKILLS Needs skills in management, planning, problem solving, innovation, analysis, communication, and negotiation.

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Training & Development

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TRAINING and DEVELOPMENT

I. INTRODUCTION

CHANGE, is happening at the most rapid pace in our history. To manage change, we have to carefully plan the development of our employees more than ever before in our history. In the past we were able to easily build on our past knowledge of our integrated product set. Now, we have new technologies that we must also integrate such as RISC, Imaging, and Transaction Processing that will require well thought out combined strategies of hiring, extensive training and experiential opportunities for our existing workforce. We must do all of these things with a constant eye towards maximizing our development investments as well as timing our readiness to customer demand. Failure to develop people may cause a market not to develop and a window of opportunity to close or be lost to the competition.

II. PURPOSE

With this in mind, we hope this section will assist you in guiding your employees to make career and development choices. These choices need to be consistent with individual employee needs and those of the EIS organization. This module is an initial attempt to gather appropriate training and development activities/tools. This module also provides more detail to the framework described in the EIS Career Roadmap.

III. CONTENT

This module includes and describes:

- Underlying Development Assumptions
- Employee Development Options
- Key EIS Training/Development Strategies
- EIS Training Architecture
- Tailored Individualized Development Plans
- Curriculum Maps

IV. KEY PEOPLE/SUPPORT

As you begin to implement and use this material with employees you manage, it may be helpful for you to utilize the resource/assistance from:

Area/Regional EDU Internal Training Managers
Area/Regional Development Managers
Area/Regional EIS Human Resource Managers

V. NEXT STEPS

In this first edition, you will see more information on some jobs and content areas than in others. This is what we have been able to organize to date. As the EIS organization continues to evolve, we will add/delete/revise material in this section as needed. You will also note that there is more technical training information than non-technical. This is not because it is more important. At the present time, we just have more available resources in technically oriented areas. Our future plans are to develop comprehensive non-technical resources to respond to this high priority area.

UNDERLYING DEVELOPMENT ASSUMPTIONS

- ° There is a strong Company commitment to prepare employees for current work demands and future work challenges.
- ° To remain competitive we must foster a "continuous" learning environment capable of adapting to changing business requirements and employee development needs.
- ° Individual development is a joint responsibility of the employee and his/her manager. The employee assumes responsibility for his/her own development and actively participates in planned development activities. The manager is responsible for understanding and communicating current and future work requirements. Also, he/she is responsible for assessing individual employee performance against these requirements and for creating opportunities and supporting employees to develop appropriate and necessary skills. With this management guidance and support, the employee will make the right choice about their development and career.
- ° The job requirements profile and individual development plan are the primary vehicles for identifying and activating the appropriate employee development. Both of these vehicles are included in the job plan and review process. The development plan would include, at a minimum

Career Direction

Possible Next Positions, including timing

Summary of Development Objectives (For current position and future career)

Planned Development Activities, including dates

- ° Employees develop best when exposed to a variety of development experiences. This includes the use of training and education, assignments, relationships, and self development activities (A more complete breakdown is listed on the next page). It is important that these development experiences be combined in a way that reflects both the Company and employee interests.

(cont.)

UNDERLYING DEVELOPMENT ASSUMPTIONS

- ° At times, business demands necessitate large scale development efforts for groups of employees. These major development investments are to be focused on priority areas identified through the business planning processes.

- ° It is important to adapt employee development programs and processes to reflect the geographic and cultural diversity of GIA.

EMPLOYEE DEVELOPMENT OPTIONS

Education and training

- Management development programs
- Technical training programs
- University courses

Assignments

- Temporary assignments
- Vendor/customer contacts
- Task forces/advisory committees
- Line to staff or staff to line job changes
- Managing over a non-performing group
- Managing a start-up operation
- International assignments

Relationships

- Coaching from manager(s)
- Mentoring (usually not the immediate manager)
- Skip level discussions
- Informal networks
- Feedback from subordinates

Self-development activities

- Reading industry literature
- Observe good role models
- Professional organization membership
- Self assessment of strength/development needs
- Self-paced learning materials

KEY EIS DEVELOPMENT STRATEGIES (FY 90-91)

- ° Establish Career Development Committees at both regional and area levels.
- ° Implement job plan and review process for all EIS employees. A key component of this process would be development plans established for each individual at least annually.
- ° Implement the GIAMC approved management education framework.
- ° Expand and utilize the Expertise Profiling System for all EIS organizations.
- ° Develop and provide project/program management training through Program Management Development Center (PMDC).
- ° Train employees in and utilize Digital Program Methodology (DPM) throughout all of EIS.
- ° Recommend inclusion of senior consultants and program managers to both AIMS and external Executive Education programs.
- ° Utilize IMEP program as major vehicle to train middle management.
- ° House and use expertise of Digital Competency Centers (DCC) and Expertise Integration Centers (EIC).
- ° Develop and provide individual contributor/consulting capability through Program Development Management Center (PDMC) training for the enterprise.

EIS TRAINING ARCHITECTURE

Product/Program Announcements:

The Product/Program Announcements rectangle represents a type of training whose primary goal is awareness and knowledge enhancement and usually does not result in a high degree of increased skill. These programs can be focused on large cross-functional audiences or small targeted groups. From a developmental standpoint we should generally plan to have as many of our people as possible attend these types of programs.

Events:

In the Events rectangle programs such as Digital University, Digital University: Institute of Technology, and Networks University are more specialized and generally are targeted for our senior people so that they have an opportunity to dialogue with our key marketing or technical staff to enhance their specialties, or to help them understand strategic marketing messages or technology changes. Events usually do result in some form of competency upgrade, but only for those already knowledgeable or experienced in event content. Individuals attending events should be carefully selected and be committed to sharing what they learn with their local unit.

Educational Services Curriculum:

The Educational Services Technical or Skills curriculum support and complement the rectangles above it. This training is competency based and focuses on skills acquisition or behavioral changes based on specific job/work models. These courses are in depth and highly targeted to specific audiences or types of work. The curriculum have been constructed to complement on the job experience and require management screening before attendance and opportunities to practice the skills learned upon completion.

GIA EIS TRAINING ARCHITECTURE

PRODUCT/PROGRAM ANNOUNCEMENTS

Marketing

Industry

PBUs

AWARENESS - ALL

Competency Circles EVENTS DNT Style Program

Digital University Symposia Networks University

UPDATE - SENIOR SPECIALISTS

EDUCATION SERVICES CURRICULUMS

Technical

Skills

VMS/ULTRIX/DATABASE/TP/NETWORKS ETC Selling/Negotiating/Influencing

COMPETENCY DEVELOPMENT

GIA EIS INDIVIDUALIZED DEVELOPMENT PLANS

WHAT ARE THEY? HOW TO USE THEM?

WHAT ARE THEY?

The EIS Training Architecture is supported by the Individualized Development Plans (IDPs). The IDPs have been created to support the overall GIA EIS business model in that the technical and skills components have been carefully selected to build competencies that are focused towards our external customer, as well as to allow active participation in the Customer Sales Cycle. The IDPs are intended to be modified and tailored to fit individual Regional needs. The IDPs are intended to compliment, not replace, any existing forms or developmental processes. The specific courses identified are samples of the type of course that should be considered and is currently available. In some instances specific competencies or topics are identified where no courses may currently exist but still need to be addressed. The courses recommended are samples of the type or focus of the course not "the" course. The key to successfully integrating employee development into our business model is planning and discussion. The role of the IDPs is to aid in that planning and discussion process. The IDP models included in this section are as follows:

SPECIALISTS:	Functional by level	
PROJECT/PROGRAM MANAGERS:	Generic by level	
LINE/STAFF MANAGERS:	Generic by level	
CONSULTANTS:	Samples of;	
	Solutions Consultant	1 & 3
	Account Consultant	1 & 3
	EDU Consultant	1 & 2
	Management Consultant	3

HOW TO USE THE IDPs:

PLAN

- Determine and discuss business/developmental needs.
- Determine long term goals.
- Select the right blend of training/developmental activities.
- Prioritize.

DESIGN

- Complete Individualized Development Plan.
- Create a schedule of training and development over a period of time.
- Create schedule for follow up discussions.

IMPLEMENT

- Do it !
- Integrate the attendance to the various types of training with other types of development with business needs.

MANAGE

- Review results with manager.
- Update Skills profile if appropriate.
- Create a reinforcement plan.
- Adjust plan as necessary.

RESOURCES

- Unit management
- Mentors
- Regional EDU Manager
- Regional Human Resource Development Manager
- Expertise Profile System

EXPERTISE PROFILE SYSTEM:

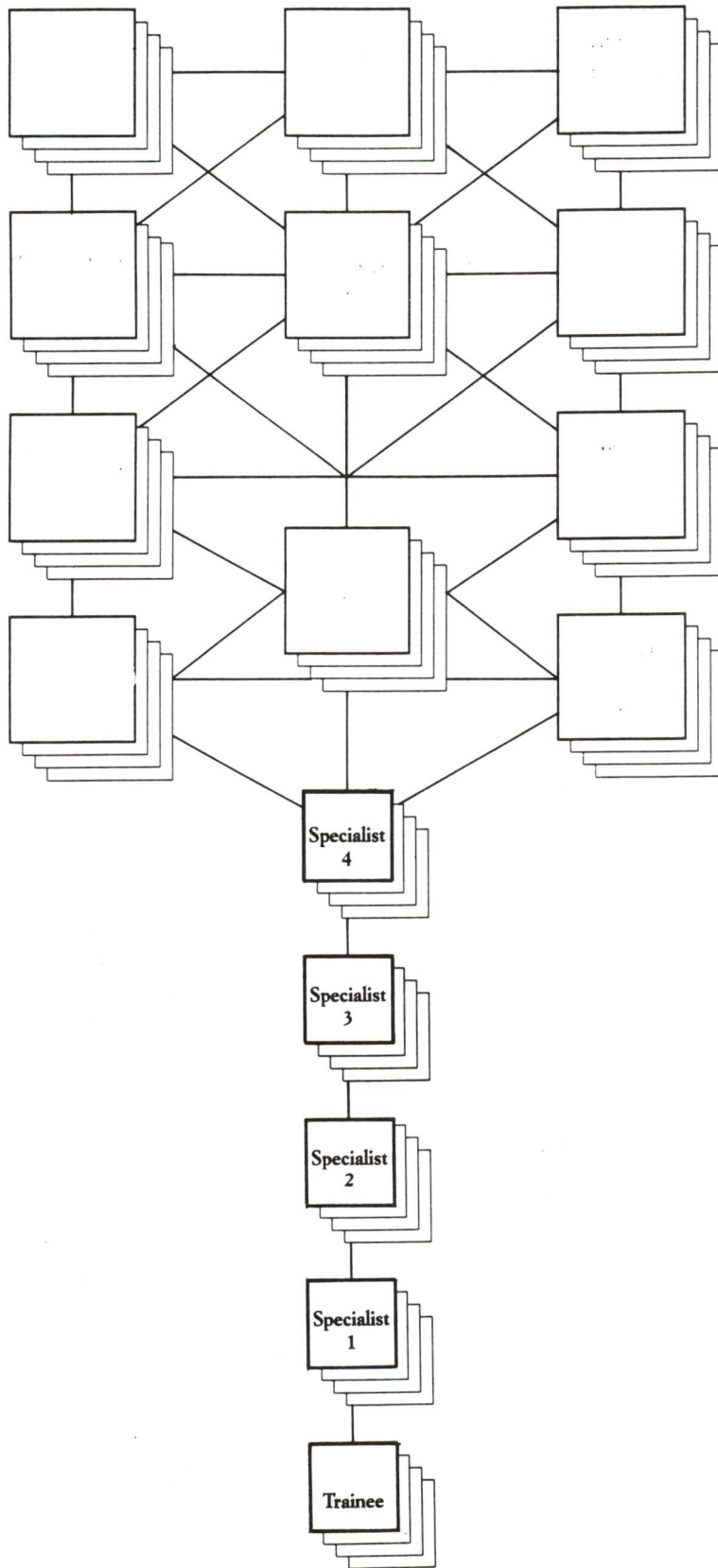
The IDPs reference updating the Expertise Profile System. This system, currently used by Software Services, is being expanded to include all of EIS. The system is a self assessment system and is currently being modified for use by all of EIS. Implementation is scheduled for Q-3, FY90.

Attendance of a course or use of a product may not mean that your level of expertise should change. It may or it may not change. This is for you to decide. The blank on the IDP is merely a reminder.

WHAT FOLLOWS:

The sections that follow contain the model GIA EIS Individualized Development Plans and technical curriculum maps. If you are a specialist, find your functional IDP by level. If you are a Manager, or Project/Program Manager the IDPs are generic. If you are a Consultant please find the one that is the closest fit. We will be expanding the and continually upgrading both the IDPs and the Curriculum Maps.

Specialists



GIA EIS INDIVIDUALIZED DEVELOPMENT PLAN
SOFTWARE SERVICES SPECIALISTS

NAME: _____	SPECIALIST I (TRAINEES)			FY90	FY91
	<u>SOURCE</u>	<u>EY NUMBER</u>	<u>DAYS</u>	<u>DATE</u>	<u>DATE</u>
<u>COMPANY/FUNCTIONAL ORGANIZATIONAL ORIENTATIONS</u>					
*Digital Intensive Skills Training	ST	EY-6456E-L0	10	_____	_____
*Local Unit/District Orientation	_____	_____	_____	_____	_____
*Export Licensing	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
<u>PRODUCTS & APPLICATIONS</u>					
*Computer Systems Sales Training	ST	EY-1792E-S0	10	_____	_____
*VAX/VMS Utilities & Commands	SWS	EY-5768E-L0	5	_____	_____
*Ultrix Utilities & Commands	CS	EY-9951E-L0	5	_____	_____
*1 Programming Language	SWS	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
<u>PROJECT PROGRAM MANAGEMENT</u>					
*Digital Program Management Overview	SJDC	_____	2	_____	_____
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
<u>DEVELOPMENTAL TASKS/STAFF ASSIGNMENTS/PROJECTS</u>					
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
<u>MENTOR(S) NAME(S)</u>					
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____

Written Job Plan Date: _____ Expertise Profile Date: _____

*Minimum required New Hire Program

GIA EIS INDIVIDUALIZED DEVELOPMENT PLAN
SOFTWARE SERVICES SPECIALISTS

NAME: _____

SPECIALIST II

	SOURCE	EY NUMBER	DAYS	FY90 DATE	FY91 DATE
<u>PRODUCTS & APPLICATIONS</u>					
VMS Systems Management	SWS	EY-5767E-L0	5	_____	_____
Ultrix Systems Management	SWS	EY-2032E-L0	5	_____	_____
Completion of Midpoint of one Product/Application Curriculum (See Maps)					
_____	_____	_____	_____	_____	_____
Completion of Networks Curriculum through DECnet (See Curriculum Maps)					
_____	_____	_____	_____	_____	_____
<u>INDUSTRY & COMPETITION</u>					
Complete Primary Industry Speciality (SPI-Kits)					
_____	ST	_____	_____	_____	_____
_____	ST	_____	_____	_____	_____
Attend Applicable Competitive Seminars					
_____	_____	_____	_____	_____	_____
<u>BUSINESS/SALES SKILLS</u>					
The Versatile Salesperson	ST	EY-1797E-S0	3	_____	_____
_____	_____	_____	_____	_____	_____
<u>PROJECT/PROGRAM MANAGEMENT</u>					
Prosposal Development Workshop	SWS	EY-5761E-L0	3	_____	_____
Business Needs Assessment	SWS	EY-9969E-L0	3	_____	_____
Structured Analysis/Design	PMDC	EY-9918E-L0	5	_____	_____
<u>SYSTEMS INTEGRATION</u>					
Desktop Integration Curriculum (See Curriculum Maps)					
_____	_____	_____	_____	_____	_____
<u>PRODUCT/PROGRAM ANNOUNCEMENTS</u>					
_____	_____	_____	_____	_____	_____
<u>EVENTS</u>					
_____	_____	_____	_____	_____	_____
<u>DEVELOPMENTAL TASKS/STAFF ASSIGNMENTS/PROJECTS</u>					
_____	_____	_____	_____	_____	_____
<u>MENTOR(S) NAME (S)</u>					
_____	_____	_____	_____	_____	_____
Expertise Profile Update: _____					

GIA EIS INDIVIDUALIZED DEVELOPMENT PLAN
SOFTWARE SERVICES SPECIALISTS

Name: _____

SPECIALIST III

	<u>SOURCE</u>	<u>EY NUMBER</u>	<u>DAYS</u>	<u>FY90 DATE</u>	<u>FY91 DATE</u>
<u>PRODUCTS & APPLICATIONS</u>					
Complete at least one Product/Application Curriculum (See Curriculum Map)	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
Complete Networks Curriculum through X.25 PSI OSI (See Curriculum Map)	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
Complete midpoint of secondary Product/Applications Curriculum	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
Secondary Programming Language Skill	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
<u>INDUSTRY & COMPETITION</u>					
Complete Secondary Industry Kit SPI ST	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
Attend Primary Industry Training	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
<u>BUSINESS/SALES SKILLS</u>					
Account Planning Workshop	ST	_____	_____	_____	_____
Advanced Effective Presentations	ST	EY-2596E-L0	2	_____	_____
Effective Reports/Proposals/Menus	SWS	EY-8097E-L0	2	_____	_____
Quantifying digital Benefits	ST	EY-8489E-L0	2	_____	_____
<u>PROJECT/PROGRAM MANAGEMENT</u>					
Computer Supported Software Devel.	PMDC	_____	_____	_____	_____
Project Planning & Control	SWS	EY-9920E-L0	5	_____	_____
Consulting Skills	SWS	EY-9942E-L0	3	_____	_____
<u>PRODUCT/PROGRAM ANNOUNCEMENTS</u>					
_____	_____	_____	_____	_____	_____
<u>EVENTS</u> (DUIT, Symposia, Product College etc)					
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____

GIA EIS INDIVIDUALIZED DEVELOPMENT PLAN
SOFTWARE SERVICES SPECIALISTS

SPECIALIST III (CONTINUED)

	<u>SOURCE</u>	<u>EY NUMBER</u>	<u>DAYS</u>	<u>FY90 DATE</u>	<u>FY91 DATE</u>
<u>DEVELOPMENT/STAFF ASSIGNMENT/TASKS</u>					
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
<u>MENTOR(S) NAME (S)</u>					
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____

Expertise Profile Update: _____

GIA EIS INDIVIDUALIZED DEVELOPMENT PLAN
SOFTWARE SERVICES SPECIALISTS

NAME: _____

SPECIALIST IV

	SOURCE	EY NUMBER	DAYS	FY90 DATE	FY91 DATE
<u>PRODUCTS & APPLICATIONS</u>					
Completion of Secondary Products or Applications Curriculum (See Maps)					
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
Completion of Midpoint of third Product or Applications Curriculum (See Maps)					
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
<u>INDUSTRY & COMPETITION</u>					
Completion of at least one Industry Curriculum (See Curriculum Map)					
_____	_____	_____	_____	_____	_____
Completion of third Industry Kit (SPI)					
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
<u>BUSINESS/SALES SKILLS</u>					
Decision Base Workshop					
	ST	EY-8993E-L0	2	_____	_____
Pre-Management I					
	ME	EY-2023E-S0	3	_____	_____
Pre-Management II					
	ME	EY-6198E-S0	3	_____	_____
<u>PROJECT/PROGRAM MANAGEMENT</u>					
Aquisition of the Solutions Business					
	PMDC	_____	_____	_____	_____
<u>DEVELOPMENTAL TASKS/ STAFF ASSIGNMENTS/PROJECTS</u>					
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
<u>EVENTS (DUIT, Symposia, Product College etc.)</u>					
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
<u>MENTOR(S) NAME (S)</u>					
Speciality: _____ Expertise Profile Update: _____					

**GIA EIS INDIVIDUALIZED TRAINING PLAN
INFORMATION SYSTEMS SPECIALISTS**

Name: _____

SPECIALIST I (Trainees)

	<u>SOURCE</u>	<u>EY NUMBER</u>	<u>DAYS</u>	<u>FY90 DATE</u>	<u>FY91 DATE</u>
<u>COMPANY/FUNCTIONAL ORGANIZATIONAL ORIENTATION</u>					
*I/S New Hire Orientation	I/S				
*DMRSLC Overview	DIS	EY-4424E-L0	1		
*VAX Security Seminar	I/S				
<u>PRODUCTS & APPLICATIONS</u>					
*Computer Systems Sales Training	ST	EY-1792E-S0	10		
*VAX/VMS Utilities & Commands	SWS	EY-5768E-L0	5		
*Ultrix Utilities & Commands	CS	EY-9951E-L0	5		
1 Programming Language	CT				
<u>FUNCTIONAL COURSES</u>					
GEN:SYS-IS Training	DIS	EY-4430E-L0	5		
System 1032 Fundamental	DIS	EY-4400E-L0	5		
AMR SLC-Evaluation, Analysis & Modeling	DIS	EY-4425E-L0	5		
CASE Tools					
Network Management					
<u>BUSINESS/SALES SKILLS</u>					
B.A.S.E.	ST				
Digital Sales Negotiations	ST				
Effective Presentations	ST				
<u>PROJECT/PROGRAM ANNOUNCEMENTS</u>					
Digital Project Methodology	SDIC				
<u>EVENTS (DUIT, Network U, Symposia, Industry, Product College etc)</u>					
<u>PRODUCT/PROGRAM ANNOUNCEMENTS</u>					
<u>DEVELOPMENTAL TASKS/STAFF ASSIGNMENTS/INTERNSHIPS</u>					
<u>MENTOR(S) NAME(S)</u>					

Expertise Profile Update: _____

* Competency & knowledge levels of a Specialist IV are a prerequisite.

GIA EIS INDIVIDUALIZED TRAINING PLAN
INFORMATION SYSTEMS SPECIALISTS

Name: _____

SPECIALIST II

	SOURCE	EY NUMBER	DAYS	FY90 DATE	FY91 DATE
<u>PRODUCTS & APPLICATIONS</u>					
Completion of VMS or Ultrix System Manager					
Completion of midpoint of one Product/Application Curriculum (see map)					
Completion of Networks curriculum through DECnet Networking (see maps)					
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
<u>FUNCTIONAL COURSES</u>					
GEN:SYS-IS Training	DIS	EY-4453E-L0	2	_____	_____
System 1032 Fundamental	DIS	EY-4401E-L0	3	_____	_____
DMR SLC-System ARchitecture	DIS	EY-4426E-L0	3	_____	_____
DMR SLC-Phototyping	DIS	EY-4427E-L0	2	_____	_____
Structured Analysis & Design	SWS	EY-9918E-L0	4	_____	_____
_____	_____	_____	_____	_____	_____
<u>BUSINESS/SALES SKILLS</u>					
The Versatile Sales Person	ST	EY-1797E-L0	3	_____	_____
Sytles of Thinking	ST	EY-7307E-L0	.5	_____	_____
_____	_____	_____	_____	_____	_____
<u>PROJECT/PROGRAM ANNOUNCEMENTS</u>					
Proposal Development Workshop	SWS	EY-5761E-L0	3	_____	_____
Business Needs Assessment	SWS	EY-7307E-L0	3	_____	_____
_____	_____	_____	_____	_____	_____
<u>PRODUCT/PROGRAM ANNOUNCEMENTS</u>					
_____	_____	_____	_____	_____	_____
<u>EVENTS (DUIT, Network U, Symposia, Industry, Product College etc)</u>					
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
<u>DEVELOPMENTAL TASKS/ASSIGNMENTS/INTERNSHIPS</u>					
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
<u>MENTOR(S) NAME(S)</u>					
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
Expertise Profile Update: _____					

GIA EIS INDIVIDUALIZED TRAINING PLAN
INFORMATION SYSTEMS SPECIALISTS

Name: _____

SPECIALIST III

	<u>SOURCE</u>	<u>EY NUMBER</u>	<u>DAYS</u>	<u>FY90 DATE</u>	<u>FY91 DATE</u>
<u>PRODUCTS & APPLICATIONS</u>					
Completion of one product/application curriculum (see maps)					
Completion of midpoint of secondary product/application curriculum (see map)					
Completion of Networks curriculum (see maps)					
Second programming language					
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____

FUNCTIONAL COURSES

GEN:SYS-IS Advanced IDEAL	DIS	EY-4454E-L0	2		
System 1032 Personnel	DIS	EY-4432E-L0	2		
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____

BUSINESS/SALES SKILLS

Account Planning Workshop	ST				
Advanced Effective Presentations	ST	EY-2596E-S0	2		
Effective Reports, Proposals, Memos	SWS	EY-8097E-L0	2		
Quantifying Digital Benefits	ST	EY-8489E-L0	2		
_____	_____	_____	_____	_____	_____

PROJECT/PROGRAM ANNOUNCEMENTS

Complete Supported Software Dev. Project Planning & Control	SDIC SDIC				
_____	_____	_____	_____	_____	_____

PRODUCT/PROGRAM ANNOUNCEMENTS

_____	_____	_____	_____	_____	_____
-------	-------	-------	-------	-------	-------

EVENTS (DUIT, Network U, Symposia, Industry, Product College etc)

_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____

DEVELOPMENTAL TASKS/ STAFF ASSIGNMENTS/INTERNSHIPS

_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____

MENTOR(S) NAME(S)

_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____

Expertise Profile Update: _____

GIA EIS INDIVIDUALIZED TRAINING PLAN
INFORMATION SYSTEMS SPECIALISTS

Name: _____

SPECIALIST IV

	<u>SOURCE</u>	<u>EY NUMBER</u>	<u>DAYS</u>	<u>FY90 DATE</u>	<u>FY91 DATE</u>
<u>PRODUCTS & APPLICATIONS</u>					
Completion of secondary Product/Application curriculum (see maps)					
Completion of third Product/Application curriculum (see map)					
Completion of CASE curriculum (see maps)					
Third programming language					
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
<u>FUNCTIONAL COURSES</u>					
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
<u>BUSINESS/SALES SKILLS</u>					
Decision Base Workshop	ST	EY-8993E-L0	2		
Power Base Selling	ST	EY-2914E-S0	3		
_____	_____	_____	_____	_____	_____
<u>PROJECT/PROGRAM MANAGEMENT</u>					
Implementing & Managing Customer Solutions	SDIC				
_____	_____	_____	_____	_____	_____
<u>PRODUCT/PROGRAM ANNOUNCEMENTS</u>					
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
<u>EVENTS (DUIT, Network U, Symposia, Industry, Product College etc)</u>					
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
<u>DEVELOPMENTAL TASKS/STAFF ASSIGNMENTS/INTERNSHIPS</u>					
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
<u>MENTOR(S) NAME(S)</u>					
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____

Expertise Profile Update: _____

GIA EIS INDIVIDUALIZED DEVELOPMENT PLAN
CSS ENGINEERING - ENGINEERS

NAME: _____ ENGINEER I

<u>COMPANY/FUNCTIONAL ORIENTATION</u>	<u>SOURCE</u>	<u>EY NUMBER</u>	<u>DAYS</u>	<u>FY90 DATE</u>	<u>FY91 DATE</u>
New Engineers at Digital	EQ				
Digital Intensive Skills Training	ST	EY-6956E-L0	10		
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
<u>PRODUCTS & APPLICATIONS</u>					
Computer Systems Sales Training	ST	EY-1792E-L0	10		
*VAX Utilities & Commands	SWS	EY-2283E-S0	5		
*Ultrix Overview Seminar	SWS	EY-2257E-S0	3		
*DECwindows Overview	SWS	EY-9236E-S0	2		
Structured Software Design	MEN	94EP-01	5		
Structured Digital Design	HPS				
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
<u>BUSINESS/SALES SKILLS</u>					
Effective Technical & Scientific Writing	HPS	0214-01	1		
Problem Solving	ME	EY-6189E-S0	3		
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
<u>PROJECT/PROGRAM MANAGEMENT</u>					
DPM Overview	PMDC		2		
Project Planning & Control	PMDC		5		
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
<u>PRODUCT/PROGRAM ANNOUNCEMENTS</u>					
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
<u>EVENTS (DUIT, Networks U, Symposia, Product College etc)</u>					
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
<u>DEVELOPMENTAL TASKS/STAFF ASSIGNMENTS/PROJECTS</u>					
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
<u>MENTOR(S) NAME(S)</u>					
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
Expertise Profile Update: _____					

GIA EIS INDIVIDUALIZED DEVELOPMENT PLAN
CSS ENGINEERING - ENGINEERS

NAME: _____

ENGINEER III

	SOURCE	EY NUMBER	DAYS	FY90 DATE	FY91 DATE
<u>PRODUCTS & APPLICATIONS</u>					
Reliability	EQ		3	_____	_____
VMS Internals & Data Structure	SWS	EY-0016E-L0	10	_____	_____
Ultrix Internals & Data Structure	SWS	EY-2230E-L0	5	_____	_____
DECnet Vax	SWS	EY-0150E-L0	5	_____	_____
DECnet Ultrix	SWS			_____	_____
TCP/IP	SWS	EY-9971E-L0		_____	_____
Advanced Valid	CTS			_____	_____
<u>BUSINESS/SALES SKILLS</u>					
Advanced Effective Presentations	ST	EY-2596E-L0	2	_____	_____
Quantifying Digital Benefits	ST	EY-8489E-L0	2	_____	_____
<u>PROJECT/PROGRAM MANAGEMENT</u>					
Implementing & Managing Customer Solutions	PMDC	EY-C121E-L0	10	_____	_____
Critical Success Factors	SWS	EY-9970E-L0	3	_____	_____
<u>PRODUCT/PROGRAM ANNOUNCEMENTS</u>					
<u>EVENTS (DUIT, Networks U, Symposia, Product College etc)</u>					
<u>DEVELOPMENTAL TASKS/STAFF ASSIGNMENTS/PROJECTS</u>					
<u>MENTOR(S) NAME(S)</u>					

Expertise Profile Update: _____

GIA EIS INDIVIDUALIZED DEVELOPMENT PLAN
CSS ENGINEERING - ENGINEERS

NAME: _____

ENGINEER IV

	<u>SOURCE</u>	<u>EY NUMBER</u>	<u>DAYS</u>	<u>FY90 DATE</u>	<u>FY91 DATE</u>
<u>PRODUCTS & APPLICATIONS</u>					
VMS Device Drivers	SWS	EY-0018E-L0	5	_____	_____
Ultrix Device Drivers	SWS	EY-5313E-L0	5	_____	_____
Autodly	CTS	_____	2	_____	_____
VLS for Users	CTS	_____	2	_____	_____
DECsim	CTS	_____	5	_____	_____
Case Tools	MEN	SAT89-87	3	_____	_____
<hr/>					
<u>BUSINESS/SALES SKILLS</u>					
Powerbase Selling	ST	EY-2914E-S0	3	_____	_____
Decision Base Workshop	ST	EY-8993E-L0	2	_____	_____
Pre-Management I	ME	EY-2023E-S0	3	_____	_____
Pre-Management II	ME	EY-6198E-S0	3	_____	_____
<hr/>					
<u>PROJECT/PROGRAM MANAGEMENT</u>					
Advanced Program Management	PMDC	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
<hr/>					
<u>PRODUCT/PROGRAM ANNOUNCEMENTS</u>					
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
<hr/>					
<u>EVENTS (DUIT, Networks U, Symposia, Product College etc)</u>					
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
<hr/>					
<u>DEVELOPMENTAL TASKS/STAFF ASSIGNMENTS/PROJECTS</u>					
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
<hr/>					
<u>MENTOR(S) NAME(S)</u>					
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
<hr/>					
Expertise Profile Update: _____					

GIA EIS INDIVIDUALIZED DEVELOPMENT PLAN
EDUCATIONAL SERVICES - INSTRUCTORS/DEVELOPERS

NAME: _____

INSTRUCTORS/DEVELOPERS I

	<u>SOURCE</u>	<u>EY NUMBER</u>	<u>DAYS</u>	<u>FY90 DATE</u>	<u>FY91 DATE</u>
<u>COMPANY/FUNCTIONAL ORIENTATION</u>					
* Edu Services Orientation	EDU	_____	_____	_____	_____
* Level/Unit/Dist Orientation	_____	_____	_____	_____	_____
* Digital Intensive Skills Trg.	ST	EY-6456E-L0	10	_____	_____
* Export Licensing	_____	_____	_____	_____	_____
* Instructor Skills I	EDU	_____	_____	_____	_____

PRODUCTS & APPLICATIONS

* Computer Systems Sales Trg. ST EY-1792E-S0 10 _____
 * Sit-in/prepare for technical or skills course(s) that individual will be teaching. Sit-in course at least one level higher in the curriculum that one is preparing to teach. Be certified by senior instructor or manager as result of performance in at least one co-teach. Teach at least two courses in the low range of the curriculum.

PROJECT/PROGRAM MANAGEMENT

* Digital Program Mgt. Overview PMDC _____ 2 _____

PRODUCT/PROGRAM ANNOUNCEMENTS

EVENTS (DUIT, Networks U, Symposia, Product College etc)

DEVELOPMENTAL TASKS/STAFF ASSIGNMENTS/PROJECTS

MENTOR(S) NAME(S)

Expertise Profile Update: _____

GIA EIS INDIVIDUALIZED DEVELOPMENT PLAN
EDUCATIONAL SERVICES - INSTRUCTORS/DEVELOPERS

NAME: _____

INSTRUCTORS/DEVELOPERS II

	<u>SOURCE</u>	<u>EY NUMBER</u>	<u>DAYS</u>	<u>FY90</u>	<u>FY91</u>
				<u>DATE</u>	<u>DATE</u>
<u>PRODUCTS & APPLICATIONS</u>					
Sit-in/prepare midrange of technical/skills curriculum in which individual will be teaching. Sit-in course at least one level higher in the curriculum that one is preparing to teach. Be certified for all courses to be taught by senior instructor or manager.					
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
<u>BUSINESS/SALES SKILLS</u>					
Styles of Thinking	ST	EY-7307E-S0	_____	_____	_____
Listening Skills	ST	EY-9029E-S0	_____	_____	_____
Advanced Effective Presentations	ST	EY-2596E-S0	_____	_____	_____
Coping with Difficult People	ST	EY-8997E-S0	_____	_____	_____
_____	_____	_____	_____	_____	_____
<u>PROJECT/PROGRAM MANAGEMENT</u>					
Consulting Skills	SWS	EY-9942E-L0	2	_____	_____
_____	_____	_____	_____	_____	_____
<u>PRODUCT/PROGRAM ANNOUNCEMENTS</u>					
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
<u>EVENTS (DUIT, Networks U, Symposia, Product College etc)</u>					
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
<u>DEVELOPMENTAL TASKS/STAFF ASSIGNMENTS/PROJECTS</u>					
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
<u>MENTOR(S) NAME(S)</u>					
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____

Expertise Profile Update: _____

GIA EIS INDIVIDUALIZED DEVELOPMENT PLAN
EDUCATIONAL SERVICES - INSTRUCTORS/DEVELOPERS

NAME: _____

INSTRUCTORS/DEVELOPERS III

	<u>SOURCE</u>	<u>EY NUMBER</u>	<u>DAYS</u>	<u>FY90 DATE</u>	<u>FY91 DATE</u>
<u>PRODUCTS & APPLICATIONS</u>					
Sit-in/prepare high end of technical/skills curriculum. Able to teach at least one full curriculum. Prepare to teach low to midrange courses in secondary curriculum. Participate in Industry/Competitive programs within expertise area.					
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
<u>BUSINESS/SALES SKILLS</u>					
The Versatile Sales Person					
Account Planning Workshop	ST	EY-1797E-S0	3	_____	_____
_____	ST	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
<u>PROJECT/PROGRAM MANAGEMENT</u>					
Project Planning & Control					
Implementating & Managing	PMDC	_____	_____	_____	_____
Customer Solutions	PMDC	EY-C121E-L0	10	_____	_____
_____	_____	_____	_____	_____	_____
<u>PRODUCT/PROGRAM ANNOUNCEMENTS</u>					
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
<u>EVENTS (DUIT, Networks U, Symposia, Product College etc)</u>					
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
<u>DEVELOPMENTAL TASKS/STAFF ASSIGNMENTS/PROJECTS</u>					
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
<u>MENTOR(S) NAME(S)</u>					
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____

Expertise Profile Update: _____

GIA EIS INDIVIDUALIZED DEVELOPMENT PLAN
EDUCATIONAL SERVICES - INSTRUCTORS/DEVELOPERS

NAME: _____

INSTRUCTORS/DEVELOPERS IV

	<u>SOURCE</u>	<u>EY NUMBER</u>	<u>DAYS</u>	<u>FY90 DATE</u>	<u>FY91 DATE</u>
<u>PRODUCTS & APPLICATIONS</u>					
- Acknowledge expert in at least two technical/skills curriculums.					
- Act as course curriculum captain.					
- Act as mentor to new instructors.					
- Act as EDU Subject Matter Expert in course development projects.					
- Develop/tailor and deliver high level courses.					

<u>BUSINESS/SALES SKILLS</u>					
Powerbase Selling	ST	EY-2914E-L0	3	_____	_____
Decisionbase Workshop	ST	EY-8993E-L0	2	_____	_____
Pre-Management I	ME	EY-3023E-S0	3	_____	_____
Pre-Management II	ME	EY-6198E-S0	3	_____	_____

<u>PROJECT/PROGRAM MANAGEMENT</u>					
Planning & Design Enterprise Solutions	PMDC	_____	_____	_____	_____

<u>PRODUCT/PROGRAM ANNOUNCEMENTS</u>					

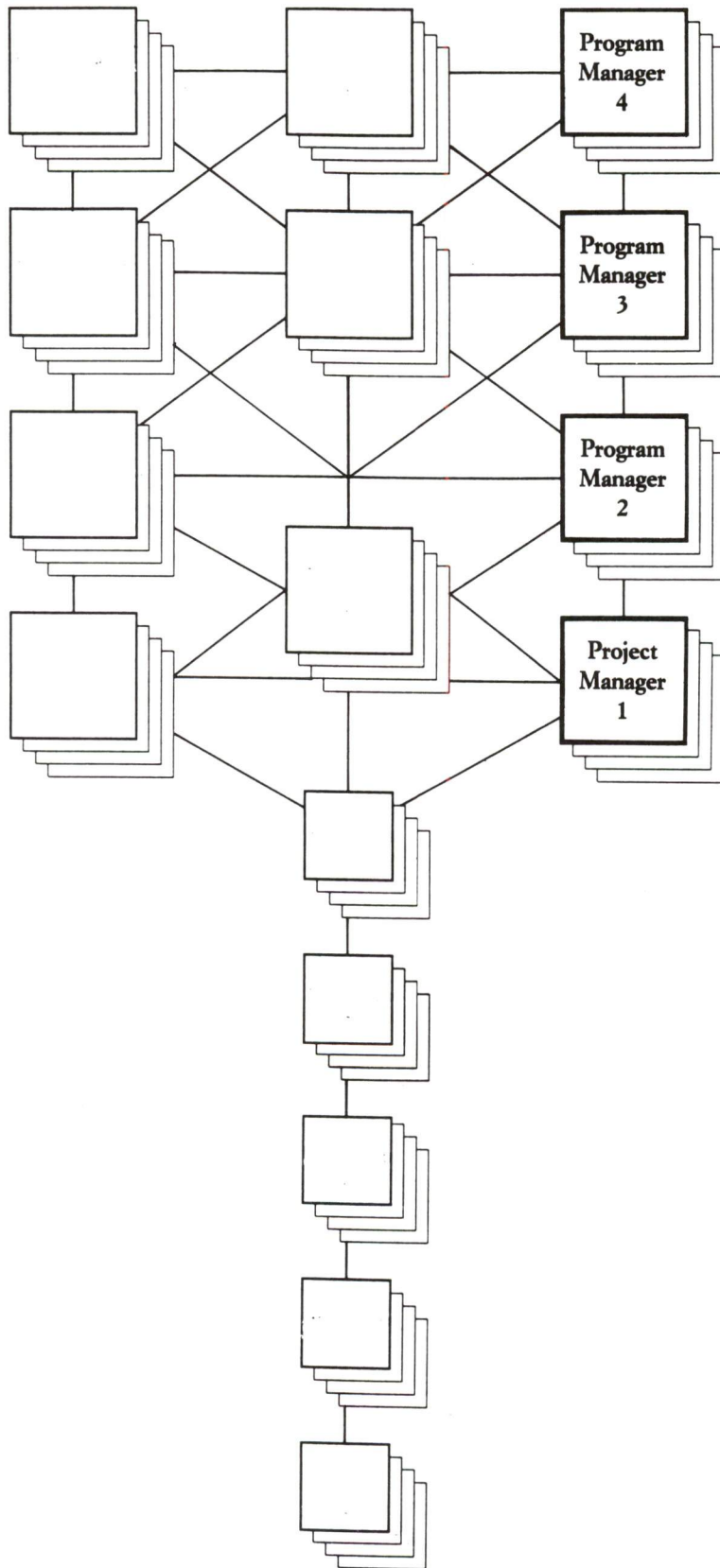
<u>EVENTS (DUIT, Networks U, Symposia, Product College etc)</u>					

<u>DEVELOPMENTAL TASKS/STAFF ASSIGNMENTS/PROJECTS</u>					

<u>MENTOR(S) NAME(S)</u>					

Expertise Profile Update: _____

Project/Program Managers



GIA INDIVIDUALIZED DEVELOPMENT PLAN
PROJECT/PROGRAM MANAGER

Name: _____

PROJECT MANAGER I*

	SOURCE	EY NUMBER	DAYS	FY90 DATE	FY91 DATE
<u>BUSINESS/SALES SKILLS</u>					
Powerbase/Selling	ST	EY-2914E-S0	3	_____	_____
Creating the High Performance Team	ST	EY-9583E-S0	3	_____	_____
Large Account Management Process	ST	_____	_____	_____	_____
Effective Reports, Proposals & Memos	SW	EY-8097E-L0	2	_____	_____
_____	_____	_____	_____	_____	_____
<u>MANAGEMENT TRAINING</u>					
Essentials for New Managers					
Digital	ME	EY-6166E-L0	3	_____	_____
Selection Interviewing	ME	EY-1463E-L0	2	_____	_____
Managing Performance I	ME	EY-1464E-L0	3	_____	_____
Cost Center Budgeting Expense Control	ME	EY-6628E-L0	2	_____	_____
_____	_____	_____	_____	_____	_____
<u>APPLICATIONS/INDUSTRY/COMPETITION</u>					
Completion of at least one Applications or Industry Curriculum (See Maps)					
Information Architecture	SWS	EY-9936E-L0	4	_____	_____
_____	_____	_____	_____	_____	_____
<u>PROJECT/PROGRAM MANAGEMENT</u>					
Project Planning & control	SWS	EY-9920E-L0	5	_____	_____
Top Mapping	ME	EY-9927E-S0	3	_____	_____
Digital Project Methodology	PMDC	_____	1	_____	_____
Vendor Management	CS	_____	_____	_____	_____
E-def (Enterprise-Definition/Design)	SWS	EY-5370E-L0	2	_____	_____
_____	_____	_____	_____	_____	_____
<u>TOOLS</u>					
Project/2 Scheduling	SWS	EY-9948E-L0	3	_____	_____
Quicknet	SWS	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
<u>EVENTS (DUIT, Symposia, Industry, Product College, Networks, University)</u>					
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____

GIA INDIVIDUALIZED DEVELOPMENT PLAN
PROJECT/PROGRAM MANAGERS

PROJECT MANAGER I* (Continued)

	<u>SOURCE</u>	<u>EY NUMBER</u>	<u>DAYS</u>	<u>FY90 DATE</u>	<u>FY91 DATE</u>
<u>PRODUCT/PROGRAM ANNOUNCEMENTS</u>					
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
<u>DEVELOPMENTAL TASKS/STAFF ASSIGNMENTS/PROJECTS</u>					
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
<u>MENTOR(S) NAMES(S)</u>					
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____

Expertise Profile Update: _____

GIA EIS INDIVIDUALIZED DEVELOPMENT PLAN
PROJECT/PROGRAM MANAGERS

Name: _____

PROGRAM MANAGER II*

	SOURCE	EY NUMBER	DAYS	FY90 DATE	FY91 DATE
<u>BUSINESS/SALES SKILLS</u>					
Digital Sales Negotiations	ST	EY-7325E-S0	2	_____	_____
Proposal development Workshop	SWS	EY-5761E-L0	3	_____	_____
Account Planning Workshop	ST	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
<u>MANAGEMENT TRAINING</u>					
Regional 1st Level Management	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
<u>PROJECT/PROGRAM METHODOLOGY</u>					
Business Needs Assessment	SWS	EY-9969E-L0	3	_____	_____
Implementing & Managing Customer Solutions	PMDC	EY-C121E-L0	10	_____	_____
Consulting Skills	SWS	EY-9942E-L0	3	_____	_____
System Integration Overview	SWS	EY-9925E-L0	2	_____	_____
_____	_____	_____	_____	_____	_____
<u>TOOLS</u>					
DECdesign	SWS	_____	_____	_____	_____
DECplan	SWS	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
<u>APPLICATIONS/INDUSTRY/COMPETITION</u>					
Completion of at least one Applications or Industry Curriculum					
_____	_____	_____	_____	_____	_____
<u>PRODUCT/PROGRAM ANNOUNCEMENTS</u>					
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
<u>EVENTS</u> (DUIT, Networks U, Symposia, Industry, Product College, etc.)					
_____	_____	_____	_____	_____	_____
<u>DEVELOPMENTAL TASKS/STAFF ASSIGNMENTS/PROJECTS</u>					
_____	_____	_____	_____	_____	_____
<u>MENTOR(S) NAME(S)</u>					
_____	_____	_____	_____	_____	_____
Expertise Profile Update: _____					

* Competency & knowledge levels of Specialist IV are a Prerequisite.

GIA EIS INDIVIDUALIZED DEVELOPMENT PLAN
PROJECT/PROGRAM MANAGERS

NAME: _____

PROGRAM MANAGER III

	SOURCE	EY NUMBER	DAYS	FY90 DATE	FY91 DATE
<u>BUSINESS/SALES SKILLS</u>					
Quantifying Digital Benefits	ST	EY-8489E-L0	2	_____	_____
Advanced Effective Presentations	ST	EY-2596E-L0	2	_____	_____
Critical Success Factors	SWS	EY-9970E-L0	3	_____	_____
Business Architecture Methodology	SWS	EY-6171E-S0	3	_____	_____
<hr/>					
<u>MANAGEMENT TRAINING</u>					
Middle Management Training	ME	_____	_____	_____	_____
Local External Executive Training	_____	_____	_____	_____	_____
<hr/>					
<u>PROJECT/PROGRAM METHODOLOGY</u>					
Advanced Project Management	SWS	ET3418E-L0	1	_____	_____
Planning & Designing Enterprise Solutions	PMDC	_____	_____	_____	_____
<hr/>					
<u>TOOLS</u>					
DECdecision	SWS	_____	_____	_____	_____
Using DECwrite	CS	EY9981E-L0	3	_____	_____
<hr/>					
<u>APPLICATIONS/INDUSTRY/COMPETITION</u>					
Completion of at least one Application/Industry/Competitive Course or SPI					
<hr/>					
<u>PRODUCT/PROGRAM ANNOUNCEMENTS</u>					
<hr/>					
<u>EVENTS</u> (DUIT, Networks U, Symposia, Industry, Product College etc.)					
<hr/>					
<u>DEVELOPMENTAL TASKS/STAFF ASSIGNMENTS/PROJECTS</u>					
<hr/>					
<u>MENTOR(S) NAMES(s)</u>					
<hr/>					
<hr/>					

Expertise Profile Update: _____

* Competency & knowledge levels of Specialist IV are a prerequisite.

GIA INDIVIDUALIZED DEVELOPMENT PLAN
PROJECT/PROGRAM MANAGERS

Name: _____

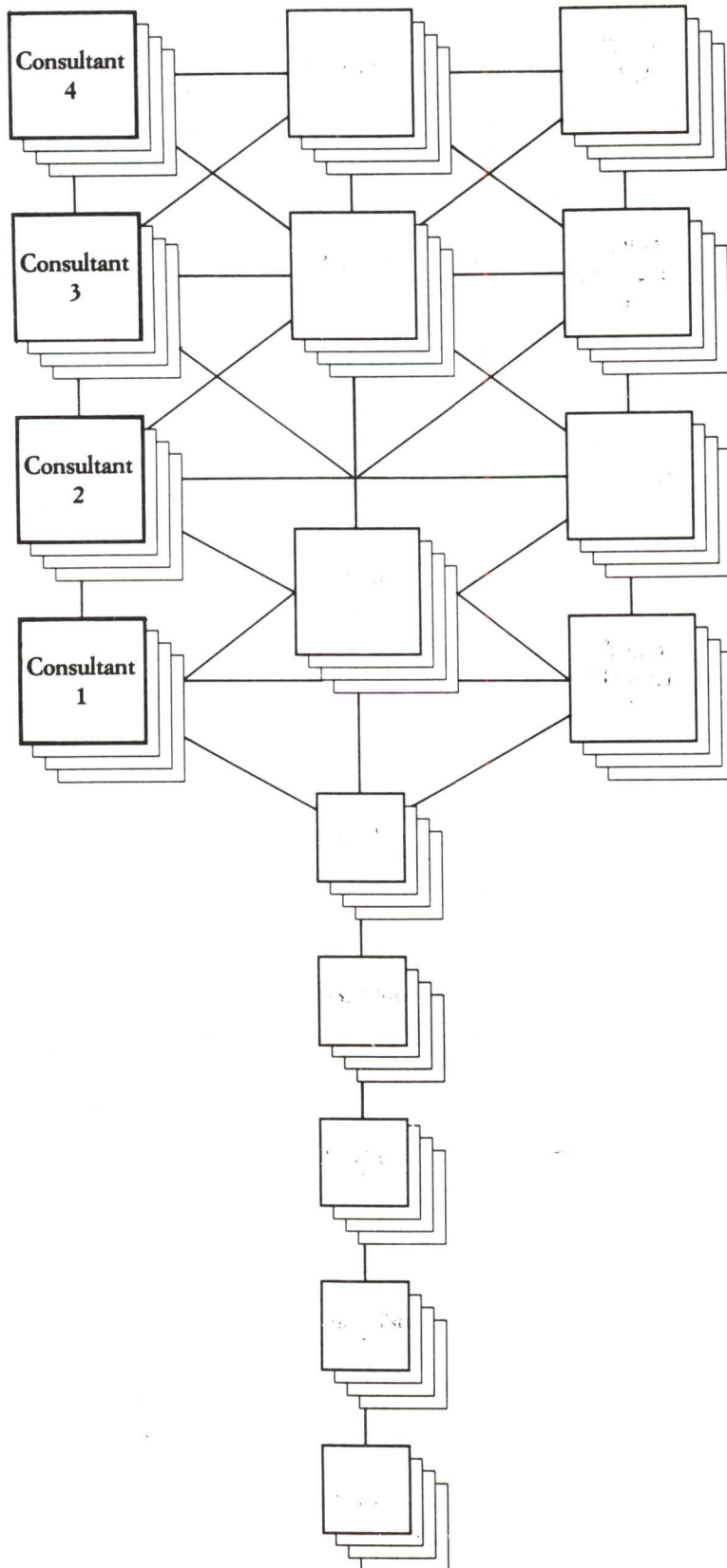
PROGRAM MANAGER IV*

	<u>SOURCE</u>	<u>EY NUMBER</u>	<u>DAYS</u>	<u>FY90 DATE</u>	<u>FY91 DATE</u>
<u>BUSINESS/SALES SKILLS</u>					
How to close the Big Sale Decision Base Workshop	PMDC ST	EY-8993E-L0	2	_____	_____
<u>MANAGEMENT TRAINING</u>					
Advanced International Management Seminar	ME	_____	_____	_____	_____
<u>PROJECT/PROGRAM METHODOLOGY</u>					
SASD for Management Advanced Program Management	SWS PMDC	EY-9934E-L0	1	_____	_____
<u>TOOLS</u>					
<u>APPLICATIONS/INDUSTRY/COMPETITION</u>					
3rd Party/SCMP Products Outside Industry Programs	_____	_____	_____	_____	_____
<u>PRODUCT/PROGRAM ANNOUNCEMENTS</u>					
<u>EVENTS</u> (DUIT, Network U, Symposia, Industry, Product College etc)					
<u>DEVELOPMENTAL TASKS/STAFF ASSIGNMENTS/PROJECT</u>					
<u>MENTOR(S) NAMES(S)</u>					

Expertise Profile Update: _____

* Competency & knowledge levels of a Specialist IV are a prerequisite.

Consultants



GIA EIS INDIVIDUALIZED TRAINING PLAN
ACCOUNT CONSULTANT I

NAME: _____

ACCOUNT CONSULTANT I*

	SOURCE	EY NUMBER	DAYS	FY90 DATE	FY91 DATE
<u>PRODUCTS & APPLICATIONS</u>					
Information Architecture	SWS	EY-9936E-LO	4	_____	_____
Systems Integration Overview	SWS	EY-9925E-LO	2	_____	_____
Attend Product/Applications courses relevant to primary account responsibility.					
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____

INDUSTRY/COMPETITION

Attend Industry Training course(s) that match account responsibility.

Attend competitive course(s) that match account competitive exposure

BUSINESS/SALES SKILLS

Large Account Planning	ST	_____	_____	_____	_____
Systems Growth Planning	SWS	_____	_____	_____	_____
Capacity Planning	SWS	_____	_____	_____	_____
Business Architecture Methodology	SWS	EY-6171E-LO	3	_____	_____
Critical Success Factors	SWS	EY-9970E-LO	3	_____	_____
_____	_____	_____	_____	_____	_____

PROJECT/PROGRAM MANAGEMENT

Implementing & Managing Customer Solutions	SDIC	EY-C121E-LO	10	_____	_____
Top Mapping	ME	EY-9927E-LO	3	_____	_____
Proposal Development Workshop	SWS	EY-5761E-LO	3	_____	_____

PROJECT MANAGEMENT ANNOUNCEMENTS

EVENTS (DUIT, Network U, Symposia, Product College, etc)

DEVELOPMENTAL TASKS/ASSIGNMENTS/PROJECTS

MENTOR(S) NAME(S)

Expertise Profile Update: _____

*Competency and knowledge levels of a Specialist IV is a prerequisite.

GIA EIS INDIVIDUALIZED TRAINING PLAN
ACCOUNT CONSULTANTS

NAME: _____

ACCOUNT CONSULTANT III*

	<u>SOURCE</u>	<u>EY NUMBER</u>	<u>DAYS</u>	<u>FY90 DATE</u>	<u>FY91 DATE</u>
<u>PRODUCTS & APPLICATIONS</u>					
Attend Product/Applications courses relevent to primary account responsibility.					
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____

<u>INDUSTRY/COMPETITION</u>					
Attend Industry course(s) that match account responsibility.					
_____	_____	_____	_____	_____	_____
Attend competitive course(s) that match account competitive exposure.					
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____

<u>BUSINESS/SALES SKILLS</u>					
Powerbase Selling	ST	EY-2914E-SO	3	_____	_____
Leveraging Executive Influence	ST	EY-4917E-SO	2	_____	_____
Business Architecture Methodology	SWS	EY-6171E-L0	3	_____	_____
_____	_____	_____	_____	_____	_____

<u>PROJECT/PROGRAM MANAGEMENT</u>					
SASD for Managers	SWS	EY-9934E-L0	_____	_____	_____
Planning & Designing Enterprise Solutions	PMDC	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____

<u>PRODUCT/PROGRAM ANNOUNCEMENTS</u>					
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____

<u>EVENTS (DUIT, Networks U, Symposia, Product College etc)</u>					
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____

<u>DEVELOPMENTAL TASKS/STAFF ASSIGNMENTS/PROJECTS</u>					
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____

<u>MENTOR(S) NAME(S)</u>					
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____

Expertise Profile Update: _____
 * Competency and knowledge levels of a Specialist IV is a prerequisite.

GIA EIS INDIVIDUALIZED DEVELOPMENT PLAN
SOLUTIONS CONSULTANTS (I/S, APPLICATIONS, TECHNOLOGY)

NAME: _____ SOLUTIONS CONSULTANT I*

	<u>SOURCE</u>	<u>EY NUMBER</u>	<u>DAYS</u>	<u>FY90 DATE</u>	<u>FY91 DATE</u>
<u>TECHNOLOGY SKILLS</u>					
<u>ARCHITECTURE:</u> Attends internal and external courses to understand trends in computer and communications architectures such as: RISC, Symetric Multi Processing, Vectors, Arrays, Clusters, NAS, SNA, SAA, PCSA, TP, TCP/IP etc.					
Information Architecture	SWS	EY-9936E-L0	4	_____	_____
Distributed Systems Architecture	_____	_____	_____	_____	_____
Network Design Architecture	SWS	EY-1379E-L0	_____	_____	_____
<u>NETWORKS:</u> Attends courses in various WAN communications technologies (both Digital and other vendors).					
Networks Requirements & Analysis	SWS	EY-8020E-L0	10	_____	_____
Mailbus Architecture	CS	EY-8092E-L0	5	_____	_____
<u>SOFTWARE ENGINEERING:</u> Attends course in software productivity tools and methology, and how to apply them to solve customer business problems.					
Structured Analysis & Design using Mentor Case.	SWS	EY-9944E-L0	5	_____	_____
Structured Software Development	SWS	EY-9931E-L0	4	_____	_____
Object Oriented Programed Systems	SWS	_____	_____	_____	_____
<u>WORKSYSTEMS/GRAPHICS:</u> Attends both Digital and 3rd party courses in worksystems/graphic architectures.					
Worksystem Symposium	SWS	_____	3	_____	_____
<u>LAN NETWORKS:</u> Attends courses on various LAN technologies (Ethernet, Broadband, Token Ring, FDDI, EDI, TEP/IP) and know how to position and integrate the multi vendor environment.					
<u>DATABASE:</u> Attends courses indata management trends at both Digital and competitive products.					
Database Design	_____	_____	_____	_____	_____
Database Modeling	_____	_____	_____	_____	_____
Database Systems Concepts	CT	EY-3492E-VHI	_____	_____	_____
<u>BUSINESS/SALES SKILLS</u>					
Powerbase Selling	ST	EY-2914E-S0	3	_____	_____
Account Planning	ST	_____	_____	_____	_____
Solutions Selling	SWS	SPI	_____	_____	_____

GIA EIS INDIVIDUALIZED DEVELOPMENT PLAN
SOLUTIONS CONSULTANTS (I/S, APPLICATIONS, TECHNOLOGY)

NAME: _____

SOLUTIONS CONSULTANT I* (cont.)

	<u>SOURCE</u>	<u>EY NUMBER</u>	<u>DAYS</u>	<u>FY90 DATE</u>	<u>FY91 DATE</u>
<u>PRODUCT/PROGRAM ANNOUNCEMENTS</u>	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
<u>EVENTS (DUIT, Networks U, Symposia, Product College etc)</u>	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
<u>DEVELOPMENTAL TASKS/STAFF ASSIGNMENTS/PROJECTS</u>	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
<u>MENTOR(S) NAME(S)</u>	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____

Expertise Profile Update: _____

*Competency and knowledge levels of a Specialist IV is a prerequisite.

GIA EIS INDIVIDUALIZED DEVELOPMENT PLAN
SOLUTIONS CONSULTANTS (I/S, APPLICATIONS, TECHNOLOGY)

NAME: _____ SOLUTIONS CONSULTANT III*

	<u>SOURCE</u>	<u>EY NUMBER</u>	<u>DAYS</u>	<u>FY90 DATE</u>	<u>FY91 DATE</u>
<u>TECHNOLOGY SKILLS</u>					
PC INTEGRATION: Attends P.C. Architectural courses such as PCSA, NAS, as well as competitive course such as NOVEL, Bayon etc.					
Systems Integration Overview	SWS	EY-9925E-L0	2	_____	_____
INDUSTRIAL NETWORKS: Stays current on evolving standards such as MPA, OSI as well as Digital products.					

TRANSACTION PROCESSING: Attends TP technology courses to be able to position Digitals offerings US the competition.					
DEC TP Systems Seminar	SWS	EY-8096E-L0	5	_____	_____
TP Design Concepts	SWS	EY-9992E-S0	5	_____	_____
ARTIFICIAL INTELLIGENCE: Stay current in such areas as natural languages, image recognition, knowledge representing search methods, and knowledge aquisition.					

NETWORK MANAGEMENT: Maintain expertise as to position and integrate Digital's Network Management Solutions with or against IBM and other competitors.					

SECURITY: Maintain leadership capability on current trends in security techniques and Digital's unique capabilities.					

<u>BUSINESS/SALES SKILLS</u>					
Advance Account Planning	ST	_____	_____	_____	_____
Leveraging Executive Influence	ST	_____	_____	_____	_____
Systems Growth Planning	_____	_____	_____	_____	_____
Capacity Planning	_____	_____	_____	_____	_____
<u>PRODUCT/PROGRAM ANNOUNCEMENTS</u>					

<u>EVENTS</u> (DUIT, Networks U, Symposia, Product College etc)					

DEVELOPMENTAL TASKS/STAFF ASSIGNMENTS/PROJECTS

_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____

MENTOR(S) NAME(S)

_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____

Expertise Profile Update: _____

*Competency and knowledge levels of a Specialist IV is a prerequisite.

GIA EIS INDIVIDUALIZED DEVELOPMENT PLAN
EDUCATIONAL CONSULTANTS

NAME: _____

EDUCATIONAL CONSULTANT I

	<u>SOURCE</u>	<u>EY NUMBER</u>	<u>DAYS</u>	<u>FY90 DATE</u>	<u>FY91 DATE</u>
<u>PRODUCTS & APPLICATIONS</u>					
Delivers, develops, and acts as both technical and educational Subject Matter Expert in the standard/custom courseware/curriculum development process. Must be able to teach high-end curriculum courses in at least two curriculums.					
_____	_____	_____	_____	_____	_____
<u>EDUCATIONAL TECHNOLOGY</u>					
Adult Learning Theory					
Styles of Learning					
Listening Skills	ST	EY-9029E-S0	2	_____	_____
Digital Course Development Standards					
Training Needs Assessment					
_____	_____	_____	_____	_____	_____
<u>BUSINESS/SALES SKILLS</u>					
Digital Intensive Skills Training					
Advanced Effective Presentations	ST	EY-6456E-L0	_____	_____	_____
Account Planning	ST	EY-8489E-L0	_____	_____	_____
_____	_____	_____	_____	_____	_____
<u>PROJECT/PROGRAM MANAGEMENT</u>					
Planning & Design Enterprise Solutions					
Consulting Skills	PMDC	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
<u>PRODUCT/PROGRAM ANNOUNCEMENTS</u>					
_____	_____	_____	_____	_____	_____
<u>EVENTS (DUIT, Networks U, Symposia, Product College etc)</u>					
_____	_____	_____	_____	_____	_____
<u>DEVELOPMENTAL TASKS/STAFF ASSIGNMENTS/PROJECTS</u>					
_____	_____	_____	_____	_____	_____
<u>MENTOR(S) NAME(S)</u>					
_____	_____	_____	_____	_____	_____
Expertise Profile Update: _____					

GIA EIS INDIVIDUALIZED DEVELOPMENT PLAN
EDUCATIONAL CONSULTANTS

NAME: _____

EDUCATIONAL CONSULTANT II

	<u>SOURCE</u>	<u>EY NUMBER</u>	<u>DAYS</u>	<u>FY90 DATE</u>	<u>FY91 DATE</u>
<u>PRODUCTS & APPLICATIONS</u>					
Delivers, develops, and integrates both technical and educational skills with in-depth knowledge of at least one Industry and the major competition with that industry. Acts as curriculum Subject Matter Expert. Delivers of high level presentations to Industry groups such as DECUS and IDECUS.					
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
<u>EDUCATIONAL TECHNOLOGY</u>					
Organizational/Assessment & Design					
Human Resource Development & Planning					
Media Development					
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
<u>BUSINESS/SALES SKILLS</u>					
Powerbase Selling	ST	EY-2914E-S0	3		
Decision Base Workshop	ST	EY-8993E-L0	2		
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
<u>PROJECT/PROGRAM MANAGEMENT</u>					
Top Mapping	ME	EY-9927E-S0	3		
Critical Success Factors	SWS	EY-9970E-L0	3		
Advanced Program Management	PMDC				
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
<u>PRODUCT/PROGRAM ANNOUNCEMENTS</u>					
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
<u>EVENTS (DUIT, Networks U, Symposia, Product College etc)</u>					
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
<u>DEVELOPMENTAL TASKS/STAFF ASSIGNMENTS/PROJECTS</u>					
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
<u>MENTOR(S) NAME(S)</u>					
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
Expertise Profile Update: _____					

GIA EIS INDIVIDUALIZED DEVELOPMENT PLAN
MANAGEMENT CONSULTANT (BUSINESS, ORGANIZATIONAL)

NAME: _____

MANAGEMENT CONSULTANT III

	SOURCE	EY NUMBER	DAYS	FY90 DATE	FY91 DATE
<u>PRODUCTS & APPLICATIONS</u>					
Computer Systems Sales Trg.	ST	EY-1792E-S0	10	_____	_____
_____	_____	_____	_____	_____	_____
Industry Competitive Training					
Attend Industry/Competitive courses based on business need.					
_____	_____	_____	_____	_____	_____
<u>BUSINESS/SALES TRAINING</u>					
Powerbase Selling	ST	EY-2914E-S0	3	_____	_____
Leveraging Executive Influence	ST	EY-4917E-S0	2	_____	_____
Large/Global/Account Planning	ST	_____	_____	_____	_____
Quantifying Digital Benefits	ST	EY-8489E-L0	2	_____	_____
Advanced Marketing					
Solution Selling	SWS	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
<u>CONSULTING</u>					
Business Needs Assessment	SWS	EY-9969E-L0	3	_____	_____
Critical Success Factors	SWS	EY-9970E-L0	3	_____	_____
Business Architecture Methodology		EY-6171E-S0	3	_____	_____
Enterprise-Definition/Design	SWS	EY-9959E-L0	4	_____	_____
Top Mapping	ME	EY-9927E-S0	2	_____	_____
Organizational Assessment & Design					
_____	_____	_____	_____	_____	_____
<u>RAMS</u>					
Visioning/Futuring					
Value Chain					
IDEOFO, 1,2					
Simulation (Rapid Modeling)					
CFS-1 CFS-T					
ECP/IT	SWS	EY-9043E-L0	3	_____	_____
I/T Management Consulting					
Workshop					
I/T Strategic/Architecture					
Workshop					
SASD for Management	SWS	EY-9934E-L0	2	_____	_____
_____	_____	_____	_____	_____	_____
<u>PROJECT/PROGRAM MANAGEMENT</u>					
Implementing & Managing Customer Solutions	PMDC	EY-C121E-L0	_____	_____	_____
_____	_____	_____	_____	_____	_____
<u>PRODUCT/PROGRAM ANNOUNCEMENTS</u>					
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____

EVENTS (DUIT, Networks U, Symposia, Product College etc)

_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____

MENTOR(S) NAME(S)

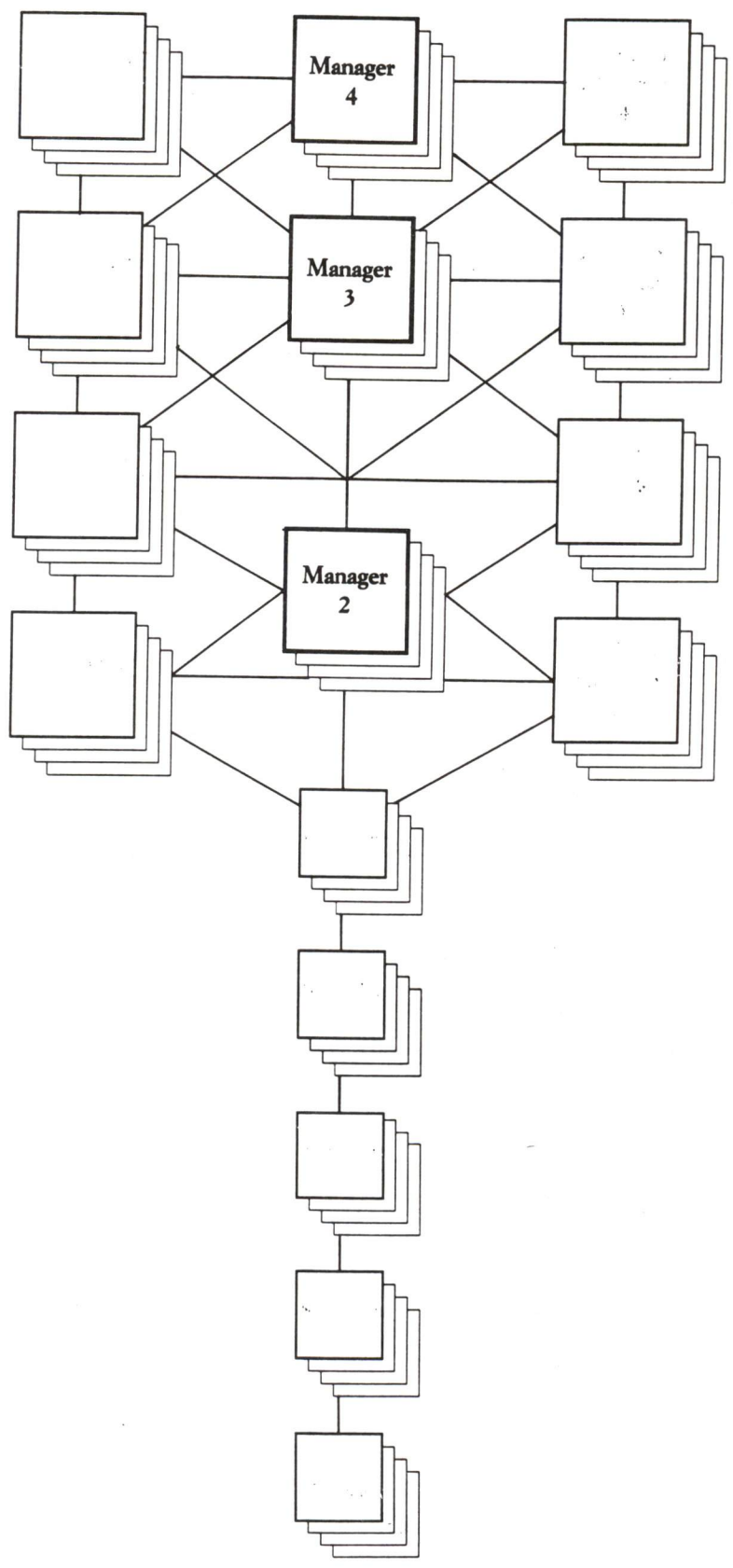
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____

DEVELOPMENTAL TASKS/STAFF ASSIGNMENTS/PROJECTS

_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____

Expertise Profile Update: _____

Managers



GIA EIS INDIVIDUALIZED TRAINING PLAN
LINE/STAFF MANAGERS

NAME: _____	LINE/STAFF MANAGERS II				FY90	FY91
MANAGEMENT	<u>SOURCE</u>	<u>EY NUMBER</u>	<u>DAYS</u>	<u>DATE</u>	<u>DATE</u>	<u>DATE</u>
<u>Regional (Cross-Functional Management Training)</u> _____ _____ _____	ME _____ _____ _____	_____ _____ _____	_____ _____ _____	_____ _____ _____	_____ _____ _____	_____ _____ _____
<u>FUNCTIONAL TRAINING (I/S, SWS, CSS, EDU)</u>						
<u>BUSINESS/SALES SKILLS</u> Advanced Effective Presentations Power Base Selling Digital Sales Negotiations Account Planning _____ _____	ST ST ST ST _____ _____	EY-2596E-S0 EY-2914E-S0 EY-7325E-S0 _____ _____	2 3 2 _____ _____	_____ _____ _____ _____ _____ _____	_____ _____ _____ _____ _____ _____	_____ _____ _____ _____ _____ _____
<u>PROJECT/PROGRAM MANAGEMENT</u>						
Digital Program Management Overview Top Mapping _____ _____	PMDC ME _____ _____	_____ EY-9927E _____ _____	_____ _____ _____ _____ _____ _____	_____ _____ _____ _____ _____ _____	_____ _____ _____ _____ _____ _____	_____ _____ _____ _____ _____ _____
<u>PRODUCT/PROGRAM ANNOUNCEMENTS</u>						
_____ _____ _____ _____	_____ _____ _____ _____	_____ _____ _____ _____	_____ _____ _____ _____	_____ _____ _____ _____	_____ _____ _____ _____	_____ _____ _____ _____
<u>EVENTS (DUIT, Networks U, Symposia, Product College etc.)</u>						
_____ _____ _____	_____ _____ _____	_____ _____ _____	_____ _____ _____	_____ _____ _____	_____ _____ _____	_____ _____ _____
<u>DEVELOPMENTAL TASKS/STAFF ASSIGNMENTS/PROJECTS</u>						
_____ _____ _____ _____	_____ _____ _____ _____	_____ _____ _____ _____	_____ _____ _____ _____	_____ _____ _____ _____	_____ _____ _____ _____	_____ _____ _____ _____
<u>MENTOR(S) NAME(S)</u>						
_____ _____ Expertise Profile Update: _____	_____ _____ _____	_____ _____ _____	_____ _____ _____	_____ _____ _____	_____ _____ _____	_____ _____ _____

GIA EIS INDIVIDUALIZED TRAINING PLAN
LINE STAFF MANAGERS

Name: _____

LINE/STAFF MANAGERS III

	<u>SOURCE</u>	<u>EY NUMBER</u>	<u>DAYS</u>	<u>FY90 DATE</u>	<u>FY91 DATE</u>
<u>MANAGEMENT</u>					
International Management Education Program					
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
<u>FUNCTIONAL TRAINING (I/S, SWS, CSS, EDU)</u>					
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
<u>BUSINESS SALES SKILLS</u>					
Effective Writing	SWS	EY-8097E-L0	2	_____	_____
Quantifying Digital Benefits	ST	EY-8489E-S0	2	_____	_____
Solutions Selling	ST	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
<u>PROJECT/PROGRAM MANAGEMENT</u>					
Implementing & Managing Customer Solutions					
Aquisition of the Systems Business	PMDC	EY-C121E-L0	10	_____	_____
Business Architecture Methodology	PMDC SWS	EY-6171E-S0	3	_____	_____
_____	_____	_____	_____	_____	_____
<u>PRODUCT/PROGRAM ANNOUNCEMENTS</u>					
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
<u>EVENTS (DUIT, Networks U, Symposia, Product College etc)</u>					
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
<u>DEVELOPMENTAL TASKS/STAFF ASSIGNMENTS/PROJECTS</u>					
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
<u>MENTOR(S) NAME(S)</u>					
_____	_____	_____	_____	_____	_____
Expertise Profile Update: _____					

GIA EIS INDIVIDUALIZED TRAINING PLAN
LINE STAFF MANAGERS

Name: _____	LINE/STAFF MANAGERS IV				
	<u>SOURCE</u>	<u>EY NUMBER</u>	<u>DAYS</u>	<u>FY90 DATE</u>	<u>FY91 DATE</u>
<u>MANAGEMENT</u>					
Advanced International Management Seminar (Normination)					
	ME				
Digital Sponsored External Executive Education at different Universities					
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
<u>FUNCTIONAL TRAINING (I/S, SWS, CSS, EDU)</u>					
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
<u>BUSINESS SALES SKILLS</u>					
Decision Base Workshop					
	ST	EY-8993E-L0	2	_____	_____
The Versatile Sales Person					
	ST	EY-1797E-S0	2	_____	_____
_____	_____	_____	_____	_____	_____
<u>PROJECT/PROGRAM MANAGEMENT</u>					
Advanced Program Management Workshop					
	PMDC				
Sales for Management					
	SWS	EY-9934E-L0	3	_____	_____
ECP/IT					
	SWS	EY-9043E-L0	3	_____	_____
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
<u>PRODUCT/PROGRAM ANNOUNCEMENTS</u>					
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
<u>EVENTS (DUIT, Networks U, Symposia, Product College etc)</u>					
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
<u>DEVELOPMENTAL TASKS/STAFF ASSIGNMENTS/PROJECTS</u>					
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
<u>MENTOR(S) NAME(S)</u>					
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
Expertise Profile Update: _____					

GIA
Enterprise Integration Services Training

Product
Applications
Industry

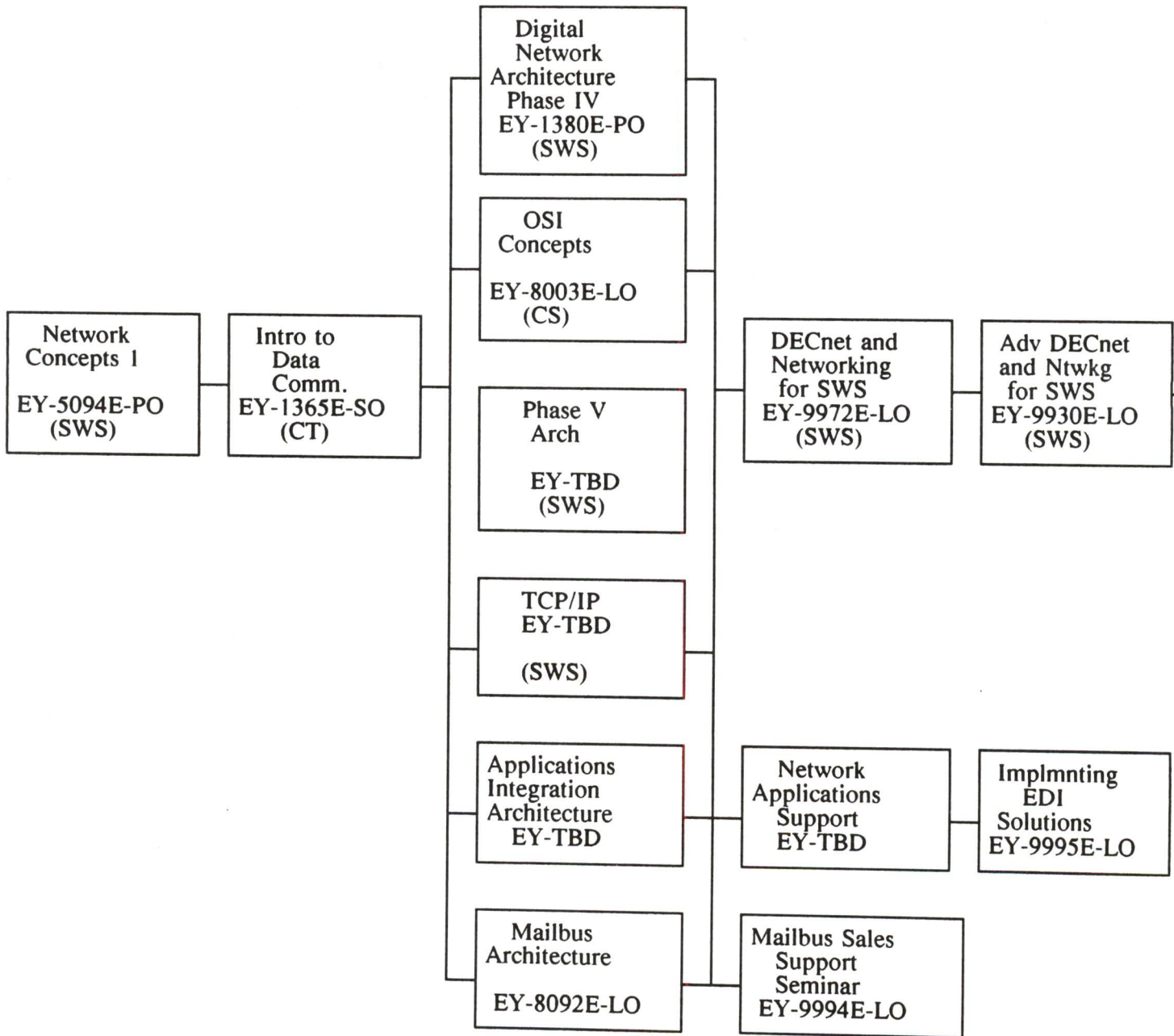
Curriculum Maps

Key:

BOIS	= Business Office Information Systems
CAD	= CAD CAM Training (Chelmsford)
CT	= Customer Training
CS	= Customer Services Training
DIS	= Digital Information Systems Training
EQ	= Engineering Quality Training (Spitbrook)
ME	= Management Education
MEN	= Maynard Area Engineering Training
OA	= Office Applications Training
ST	= Sales Training
SWS	= Software Services
PMDC	= Program Management Development Center
HPS	= High Performance Systems

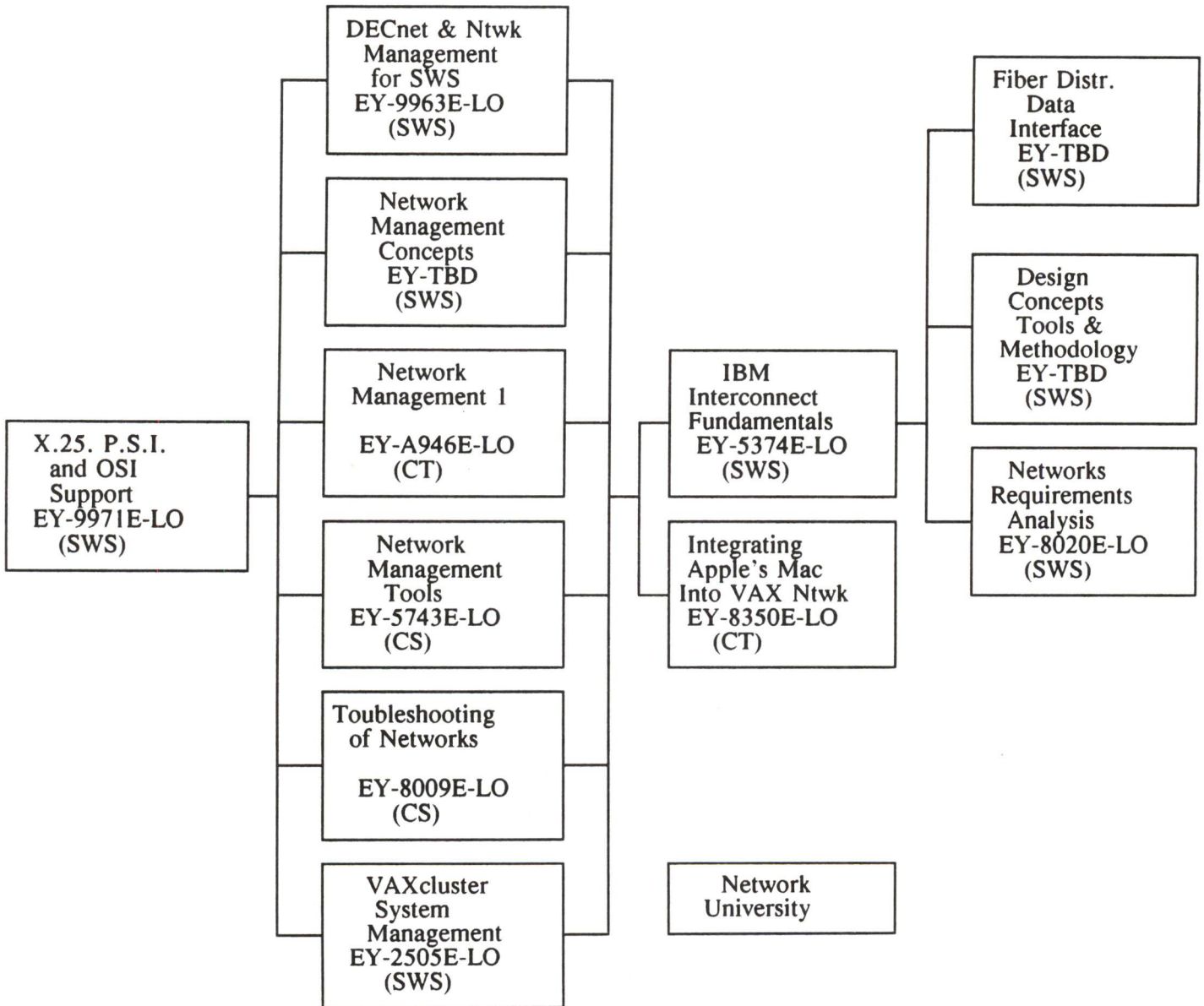
PRODUCT

GIA Enterprise Integration Services Training Network Curriculum Map (page 1 of 2)



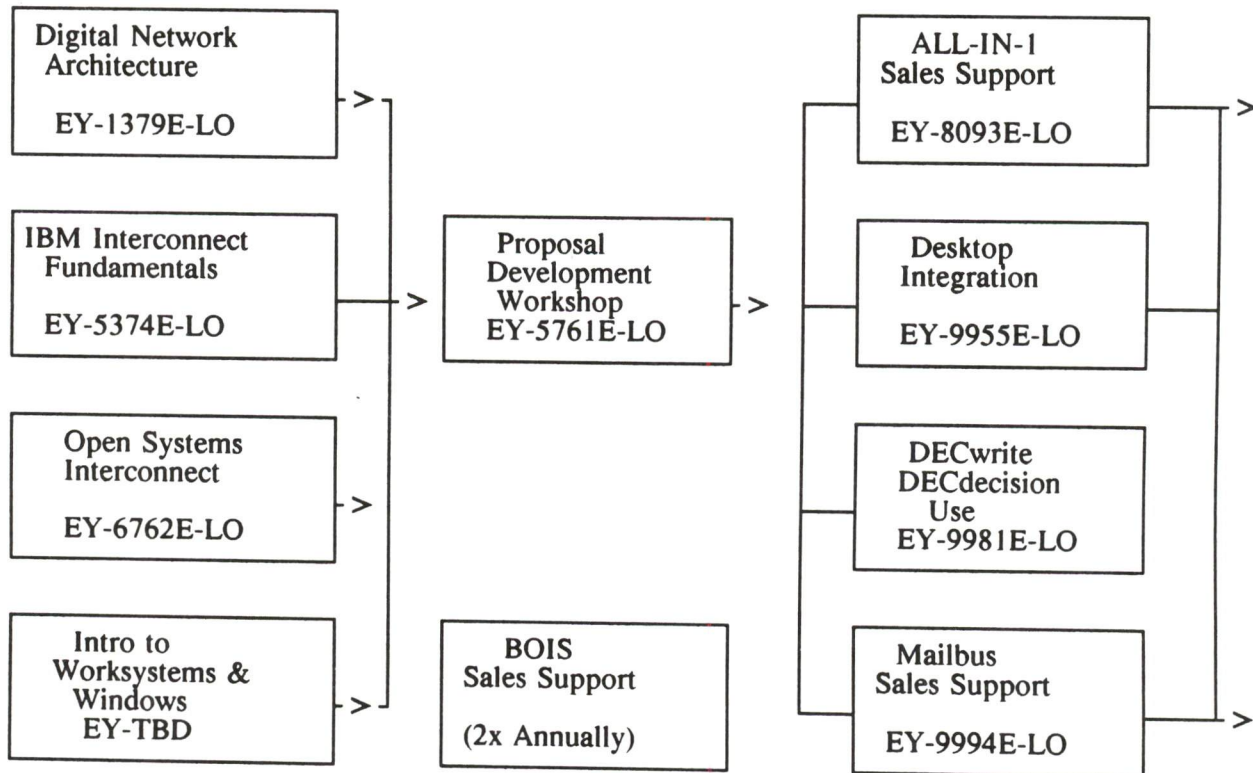
PRODUCT

GIA Enterprise Integration Services Training
Network Curriculum Map
(page 2 of 2)



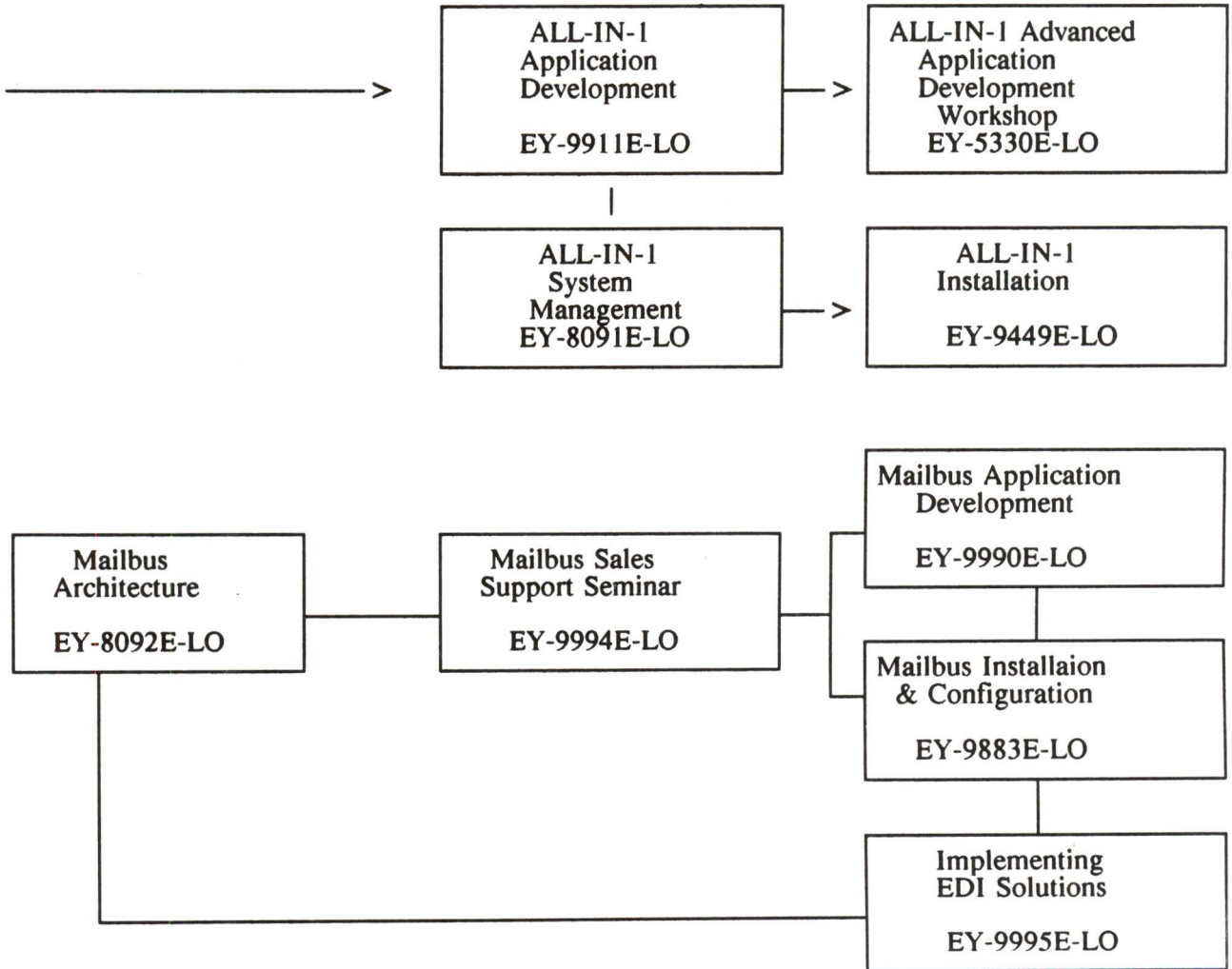
PRODUCT

GIA Enterprise Integration Services Training ALL-IN 1 Product Foundation Curriculum (page 1 or 2)



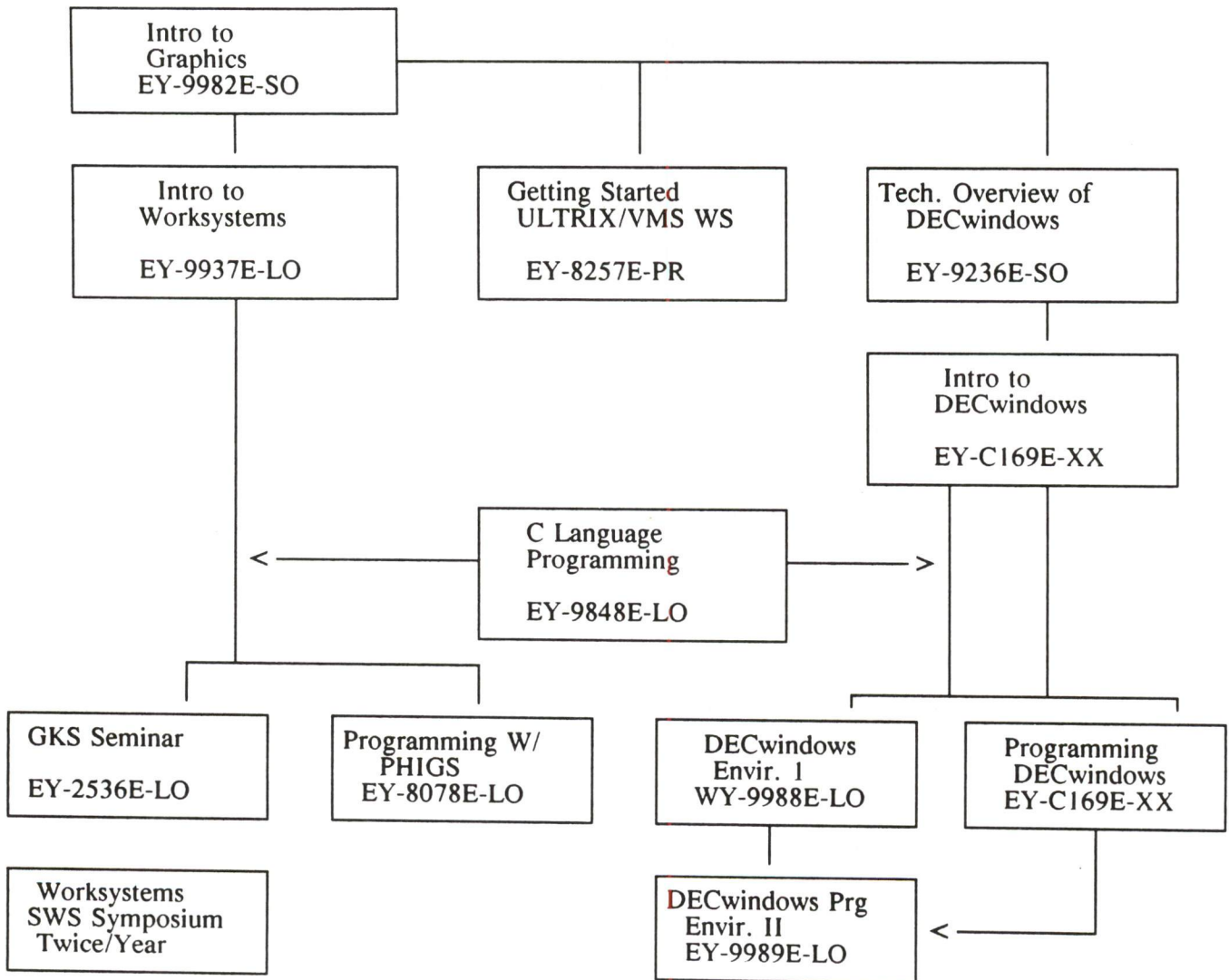
PRODUCT

GIA Enterprise Integration Services Training
ALL-IN-1 Curriculum
(page 2 of 2)



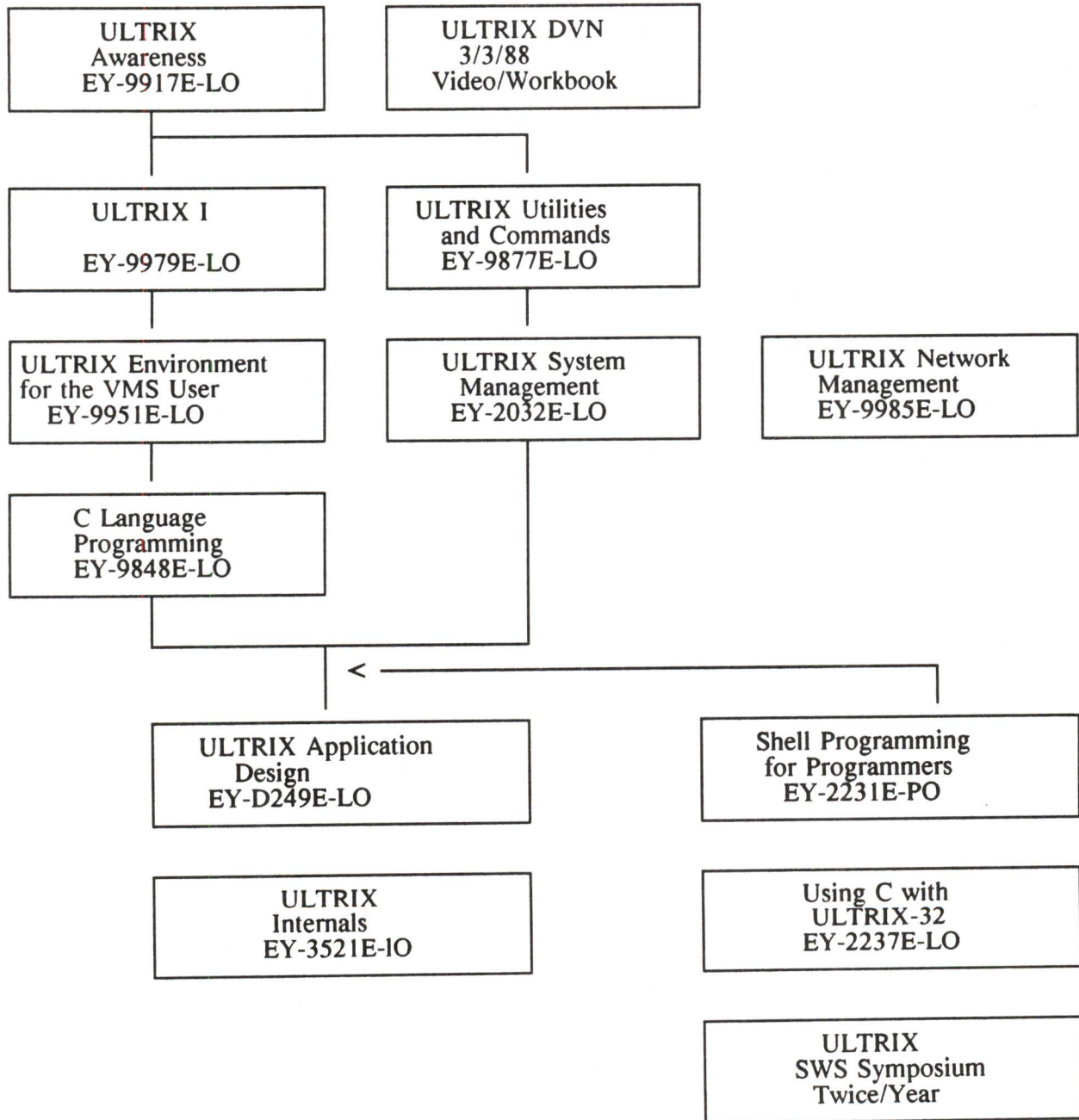
PRODUCT

GIA Enterprise Integration Services Training Workstations Curriculum



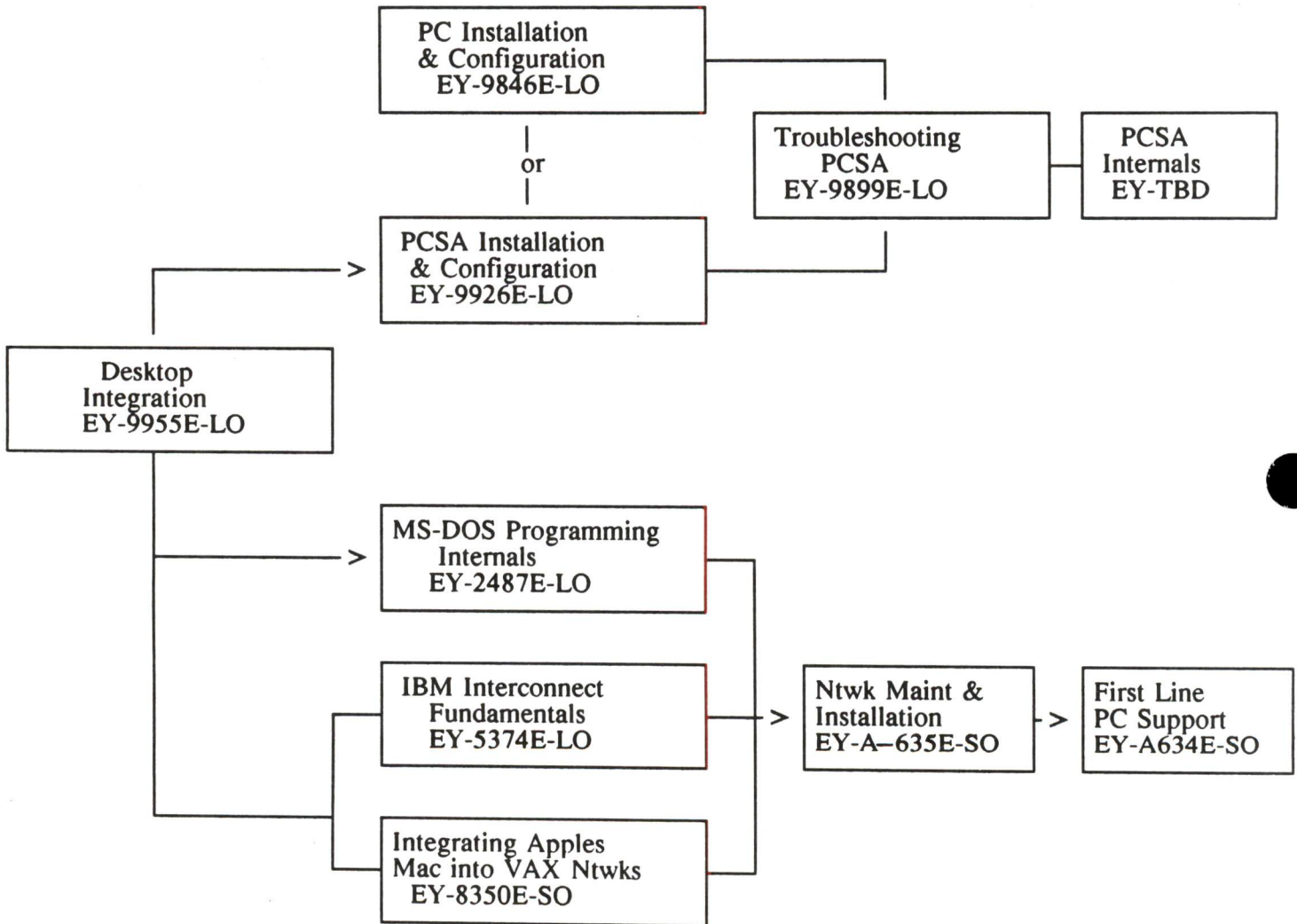
PRODUCT

GIA Enterprise Integrated Services Training ULTRIX Curriculum



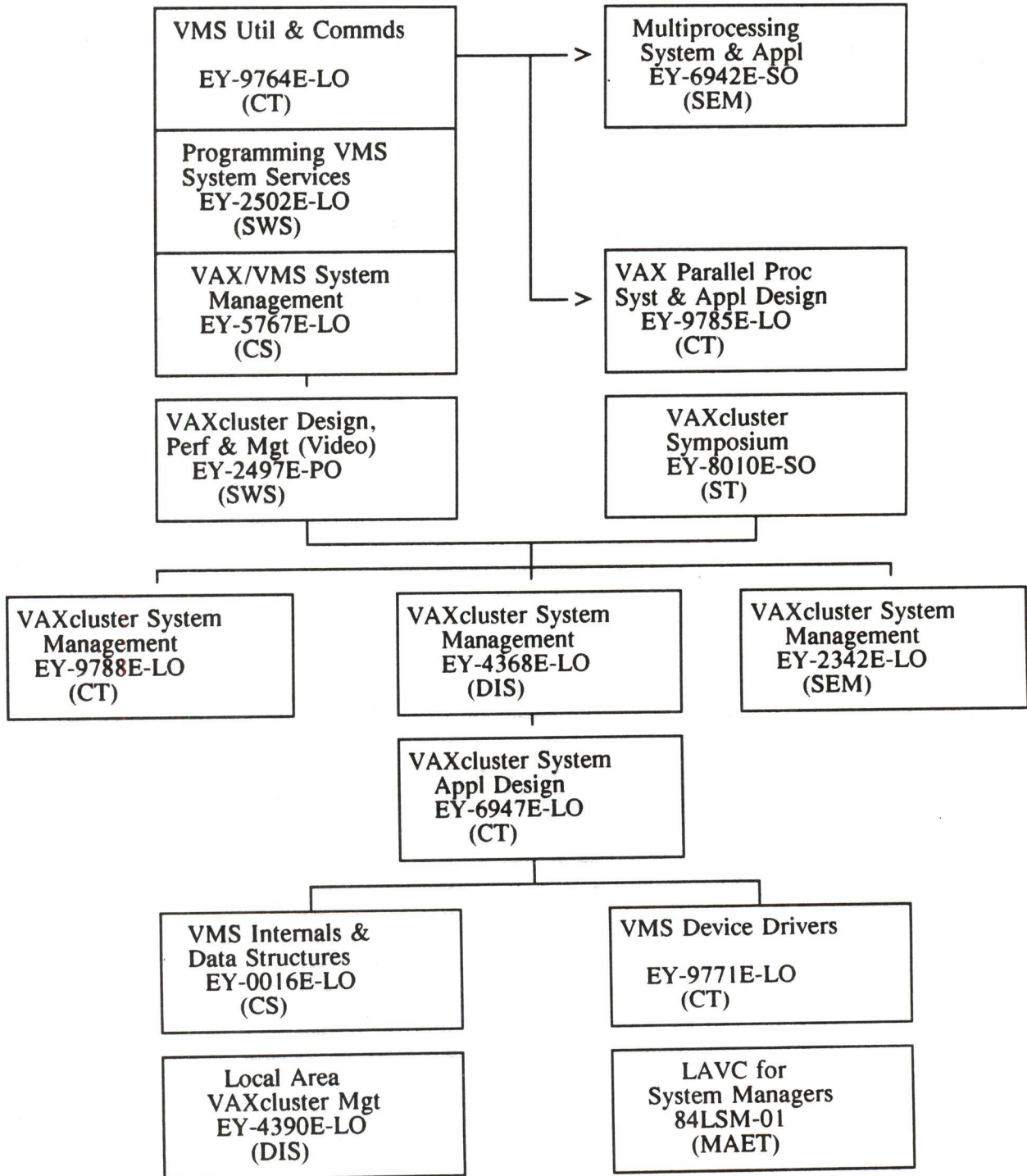
PRODUCT

GIA Enterprise Integration Services Training PCSA/Desktop Integration Curriculum

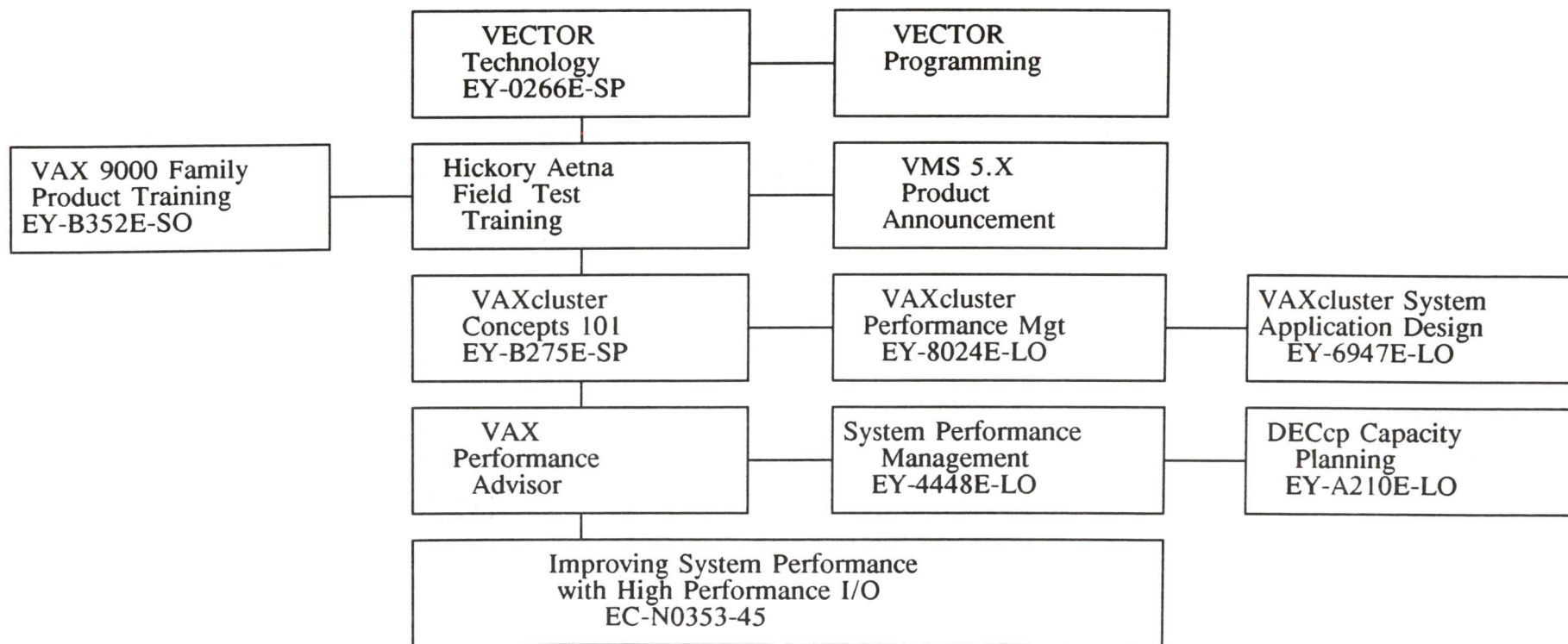


PRODUCT

GIA Enterprise Integration Services Training
VMS Curriculum



Product
GIA
Enterprise Integration Services Training
VAX 9000

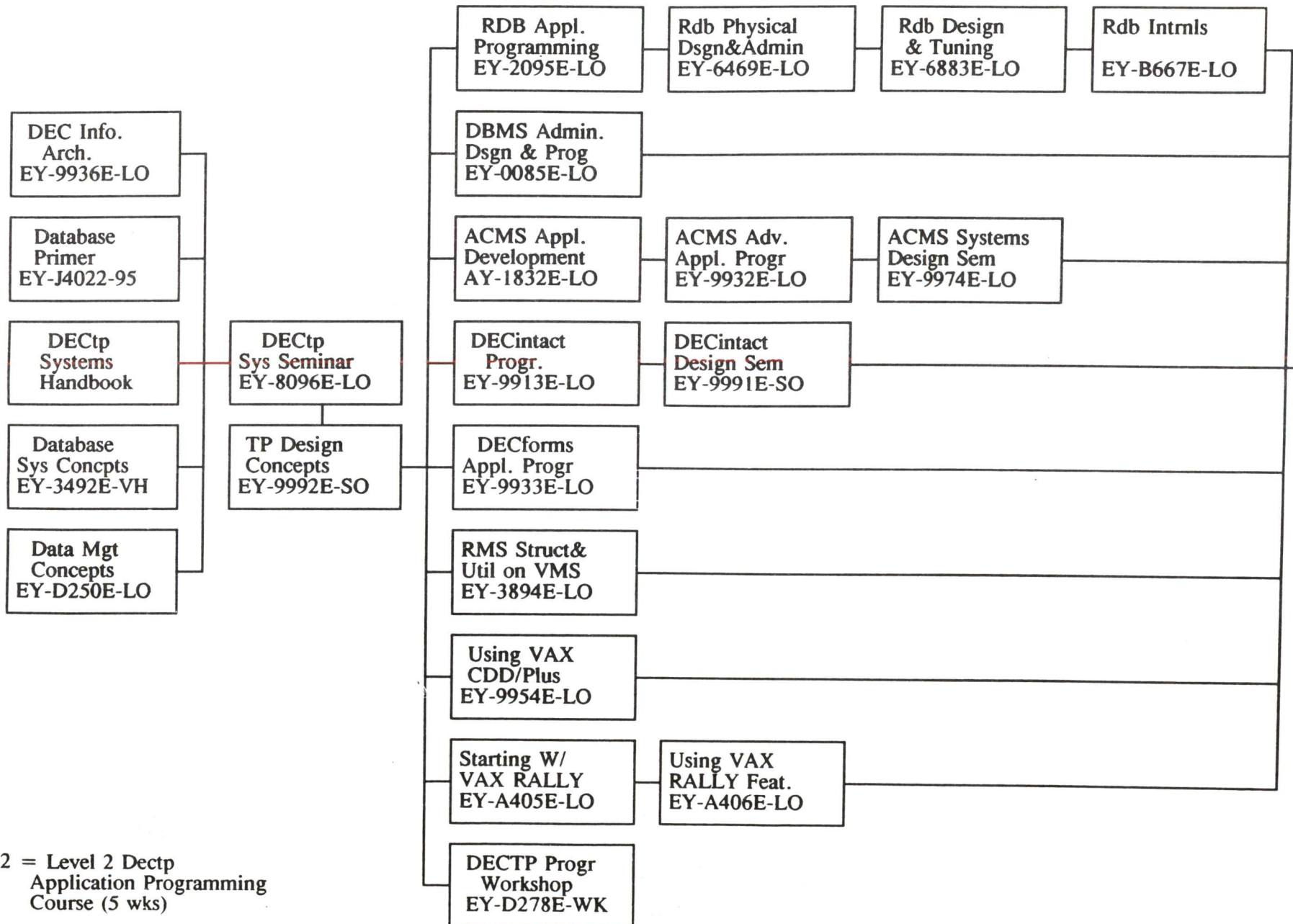


Product
 GIA Enterprise Integration Services Training
 Network Application Support - Core Curriculum*

NAS/AIA Overviews	Service Category	Key Products	Expanded Curriculums
Application Integration Architecture EY -TBD Network Application Support EY-TBD	Windowing/Graphics	DECwindows GKS PHIGS	Worksystems Worksystems Worksystems Product Curriculum Product Curriculum Product Curriculum
	Forms/Apl Control	DECforms Builder	TP/Database TP/Database Product Curriculum Product Curriculum
	Messaging	Mailbus	Networks & All-In-One Product Curriculum
	EDI	VAX/EDI	Networks & All-In-One Product Curriculum
	Compound Document	CDA Livelihood	BOIS BOIS Applic Curriculum Applic Curriculum
	Data Access	SQL	TP/Database Product Curriculum
	Repository	CDD/Plus	TP/Database Product Curriculum
	File Sharing	All-In-1 File Cabinet	All-In-One Product Curriculum
	Interoperability	VMS Svcs for VMS Ultr Con Ultr Svc for	VMS Worksystems Ultrix Product Curriculum Product Curriculum Product Curriculum
	Print Systems	DECprint Posix	VMS Ultrix Products Curriculum Products Curriculum

*Requires extensive curriculum work beyond key product courses
 See associated curriculums

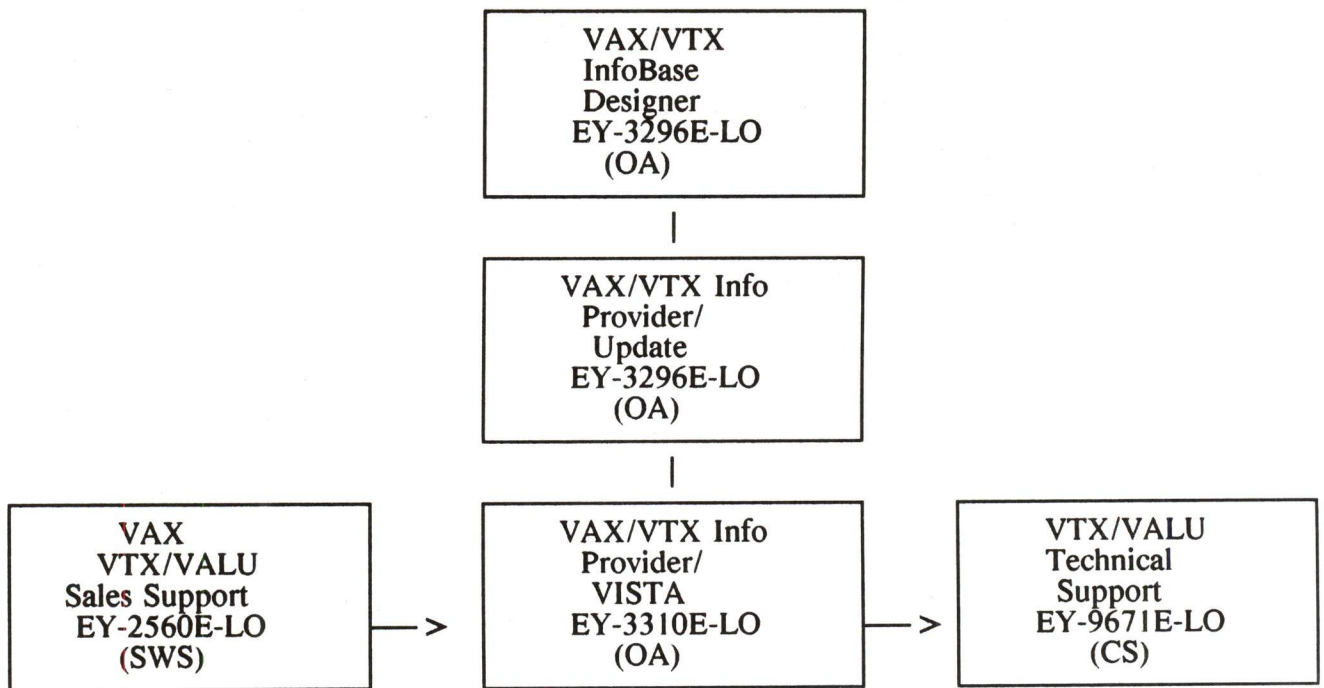
GIA
Enterprise Integration Services Training
Transaction Processing/Database Curriculum



2 = Level 2 Dectp
Application Programming
Course (5 wks)

APPLICATIONS

GIA Enterprise Integration Services Training BOIS Curriculum VTX



APPLICATIONS

GIA Enterprise Integration Services Training BOIS Curriculum Publishing & Business Info Management Curriculum

DECwrite/
DECdecision
Use
EY-9981E-LO
(CS)

DECwrite/
DECdecision
Installation
EY-9901E-LO
(CS)

Building Image
Capable Appl

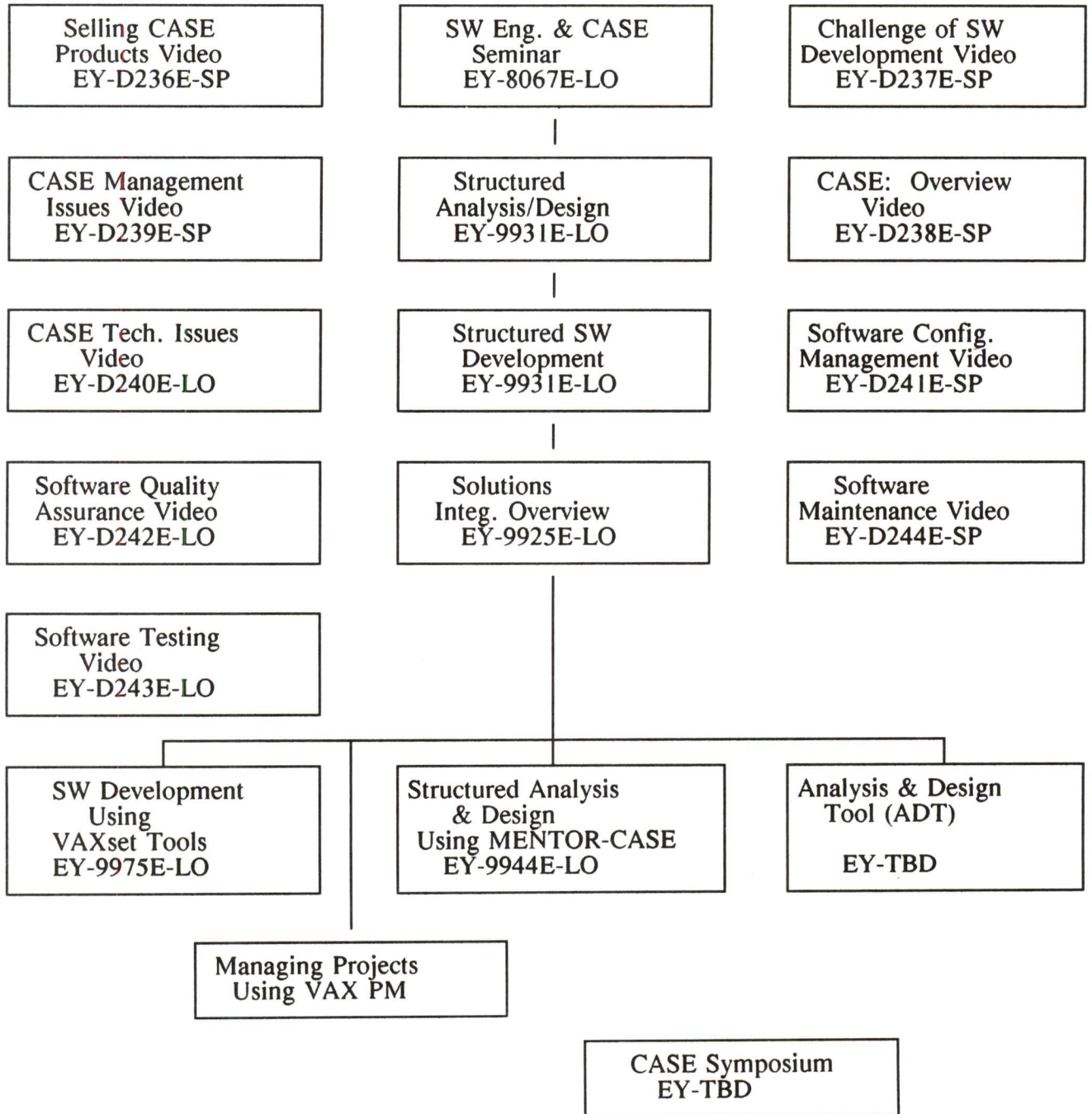
EY-9993E-LO
(CS)

CDA Programming
& Design

EY-9996E-LO
(CS)

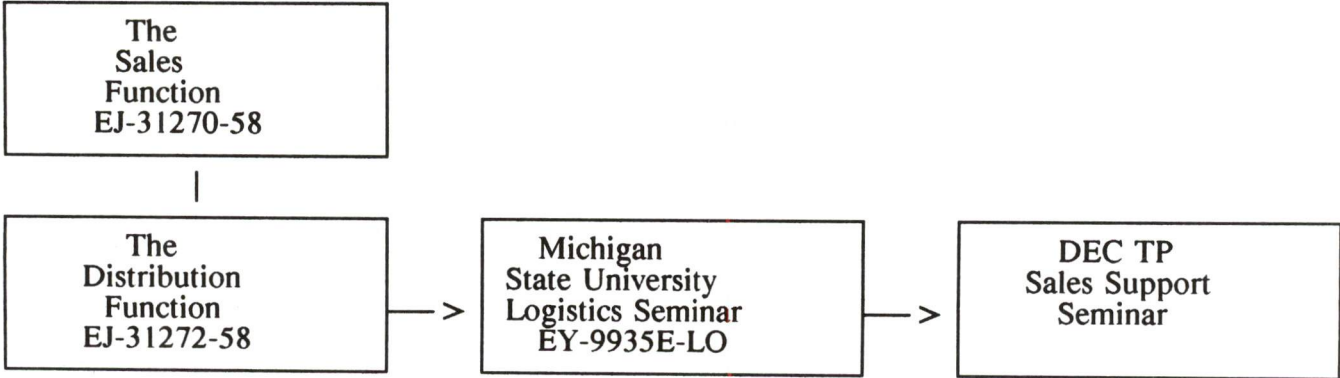
APPLICATIONS

GIA Enterprise Integration Service Training CASE Curriculum



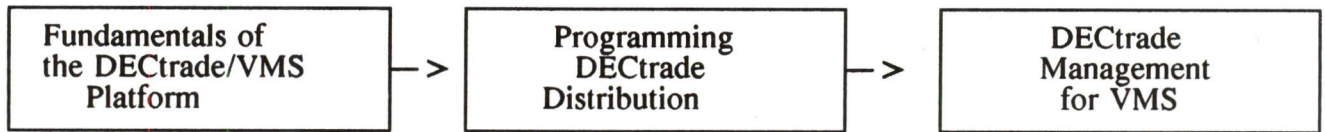
INDUSTRY

GIA Enterprise Integration Services Training
Distribution, Marketing, Sales, & Services Functions Curriculum



INDUSTRY

GIA Enterprise Integration Services Curriculum Financial Services Curriculum

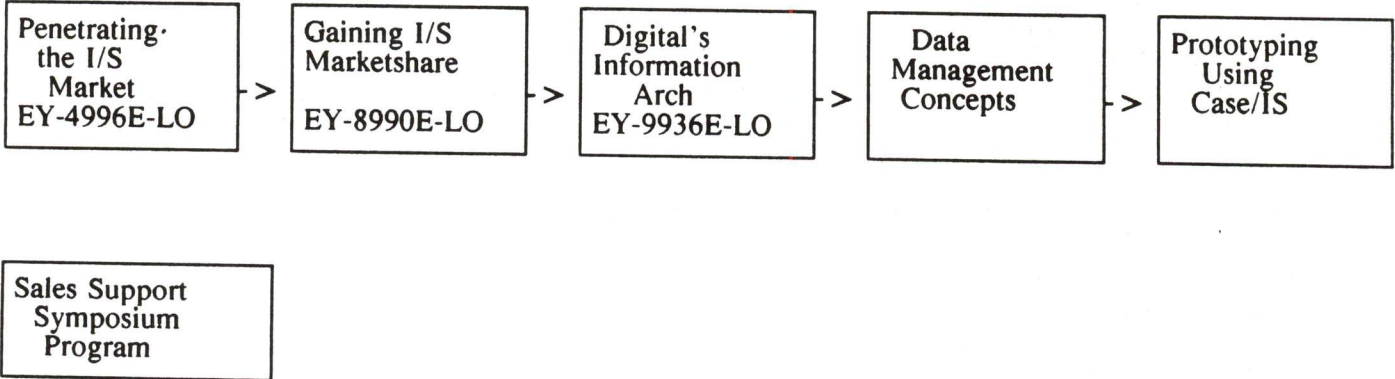


*Preliminary materials based on Base Level 1 of the DECtrade software

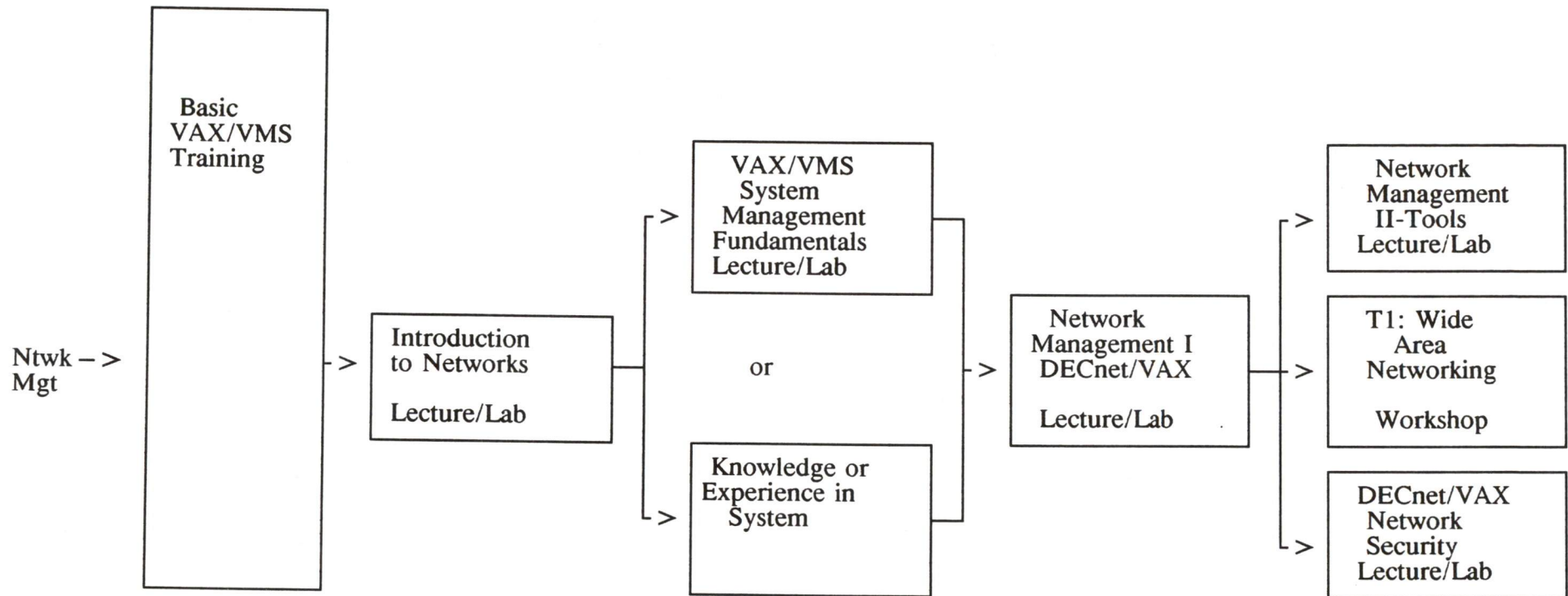


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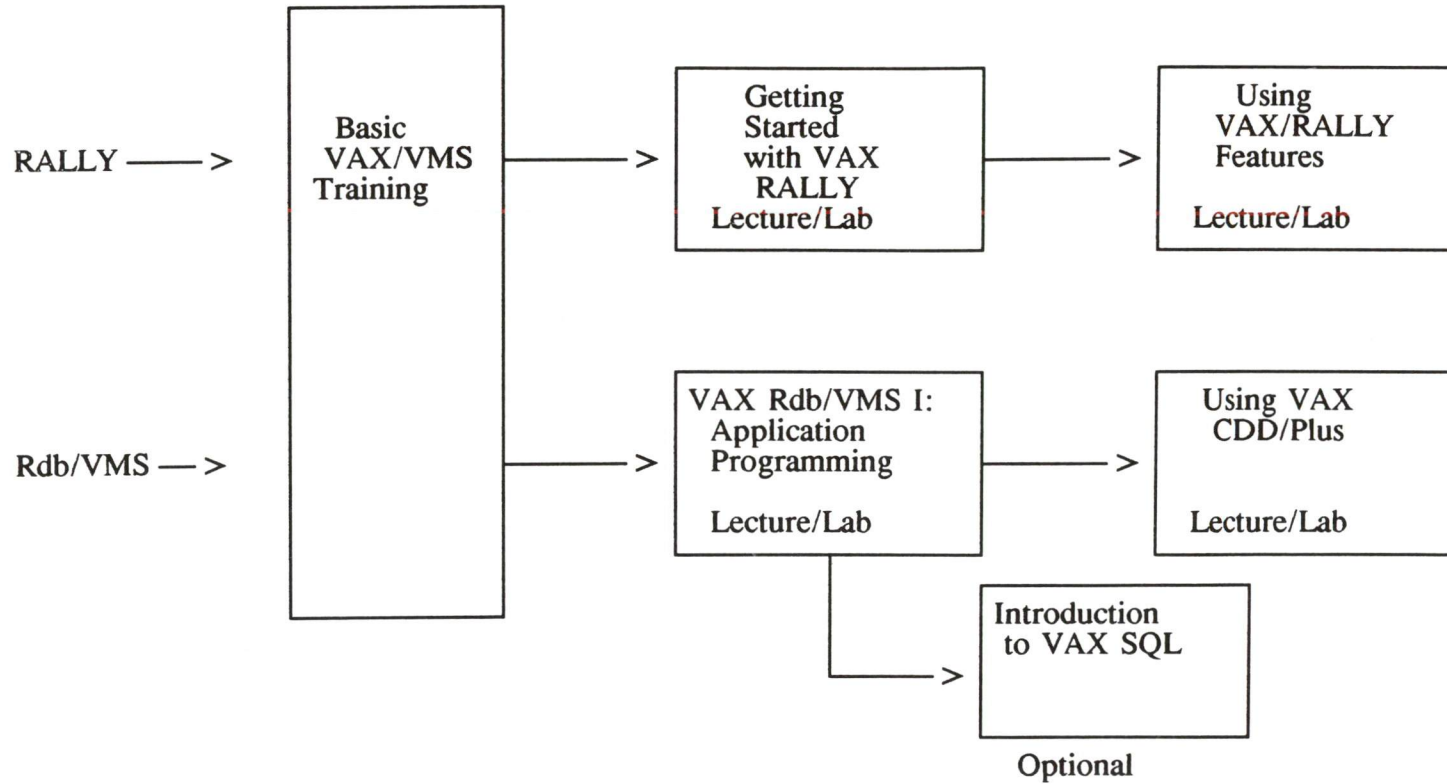
GIA Enterprise Integration Services Training
Information Systems Curriculum



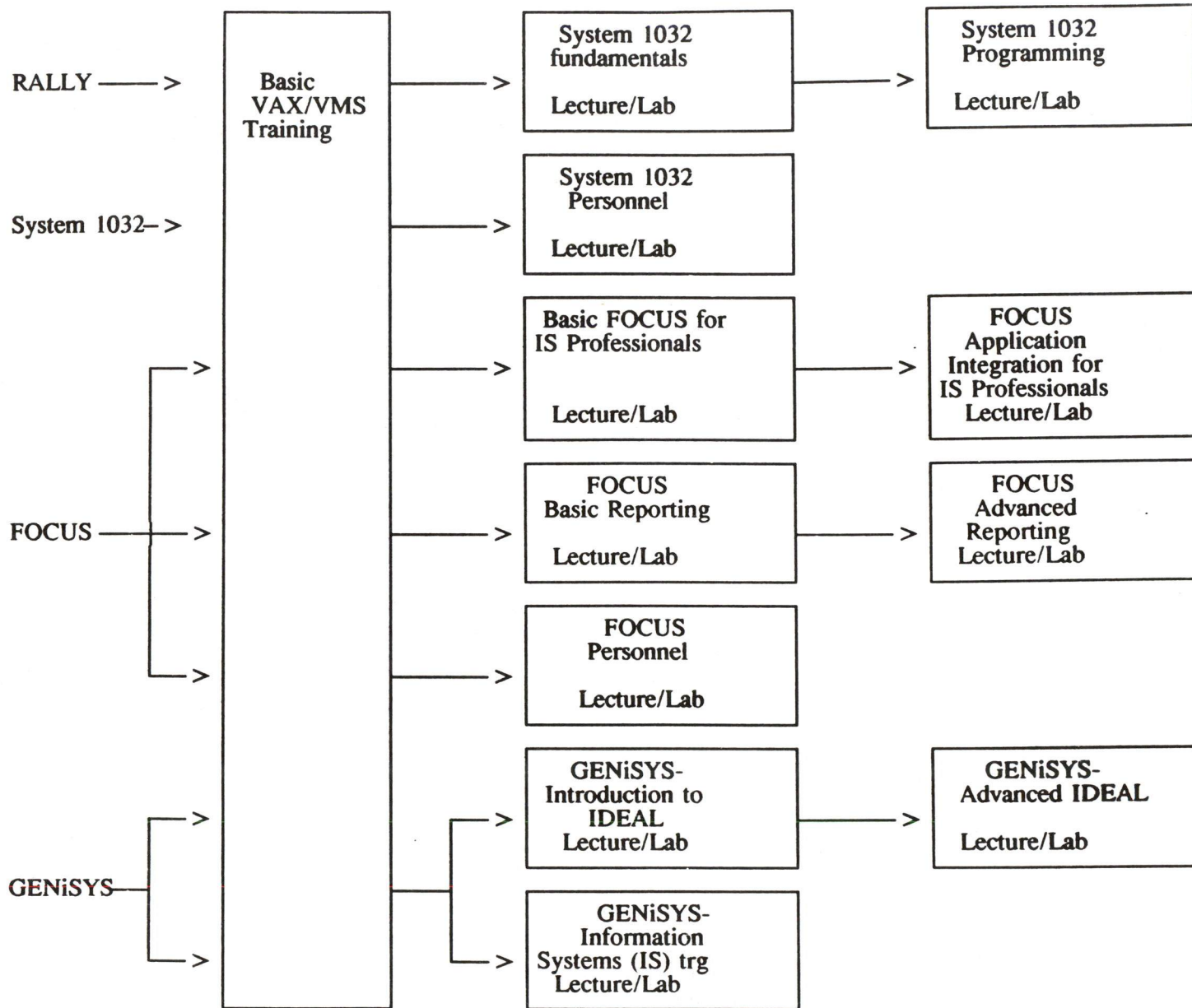
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Technical Training
Network/Data Communication



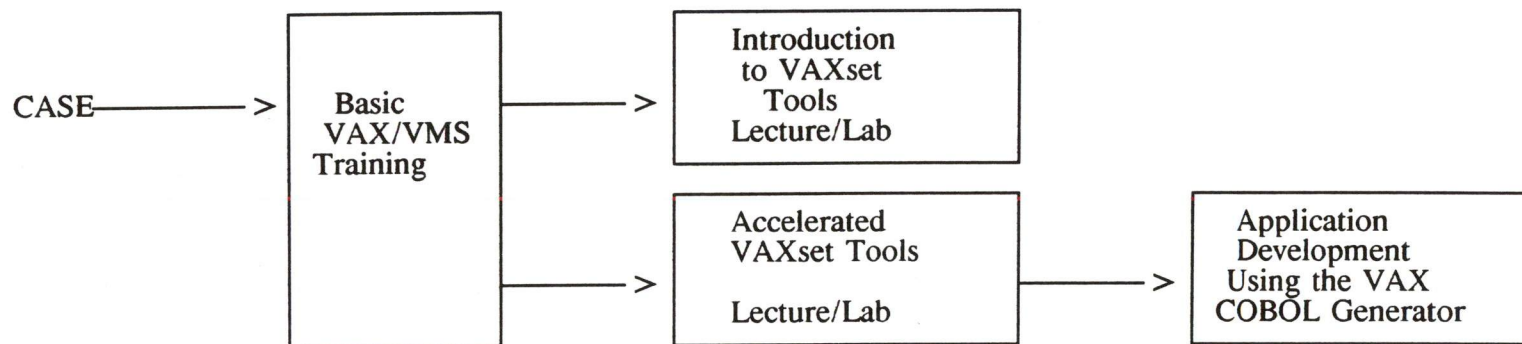
GIA
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Technical Training
Data Capture Tools



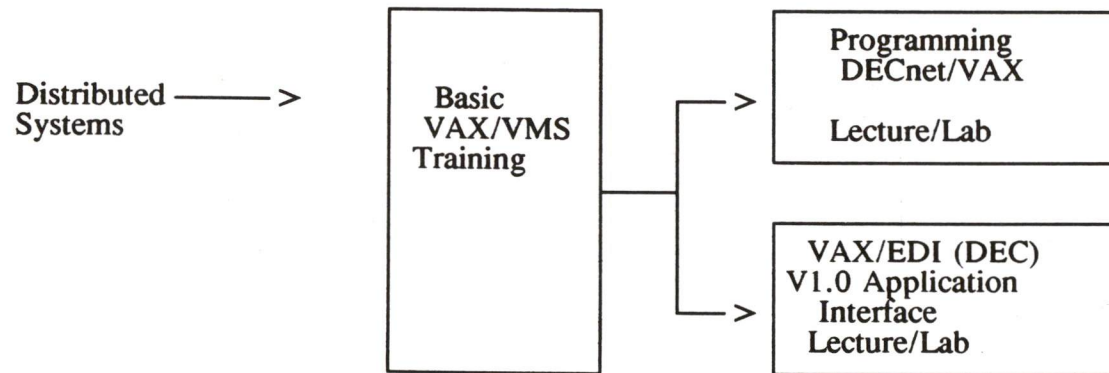
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Technical Training
Data Analysis Tools



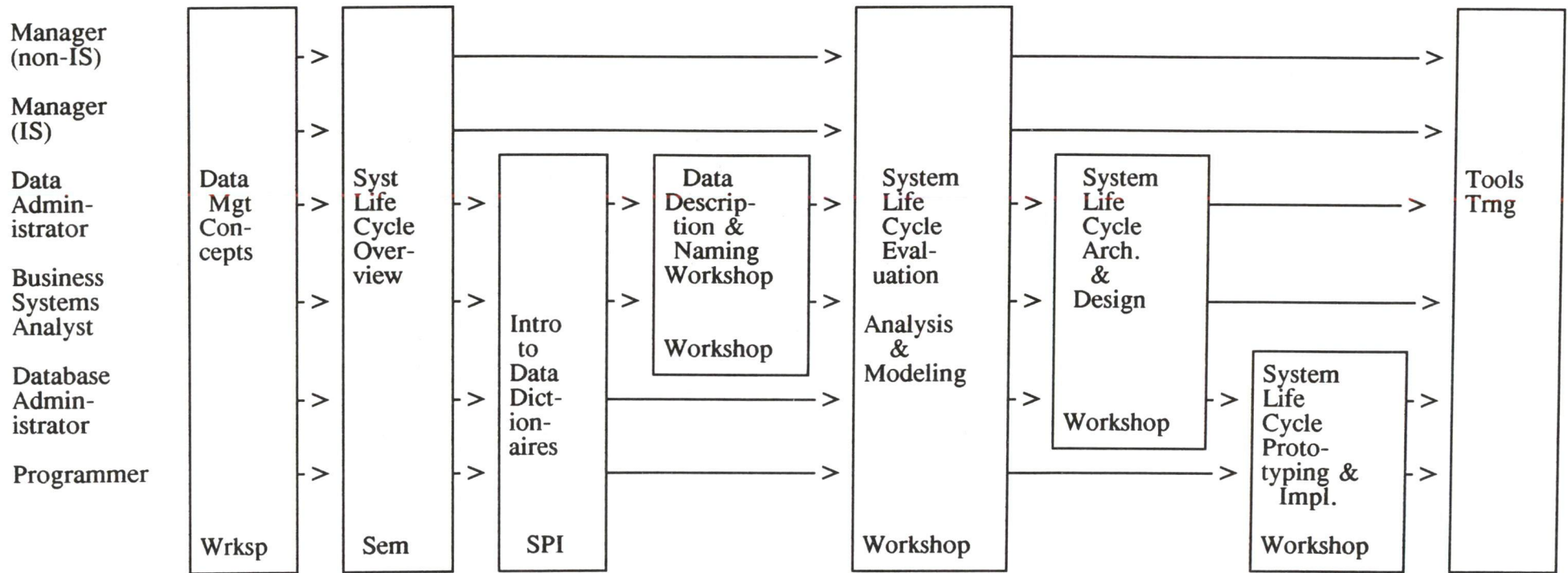
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Information Systems Training
Technical Training
CASE Technology



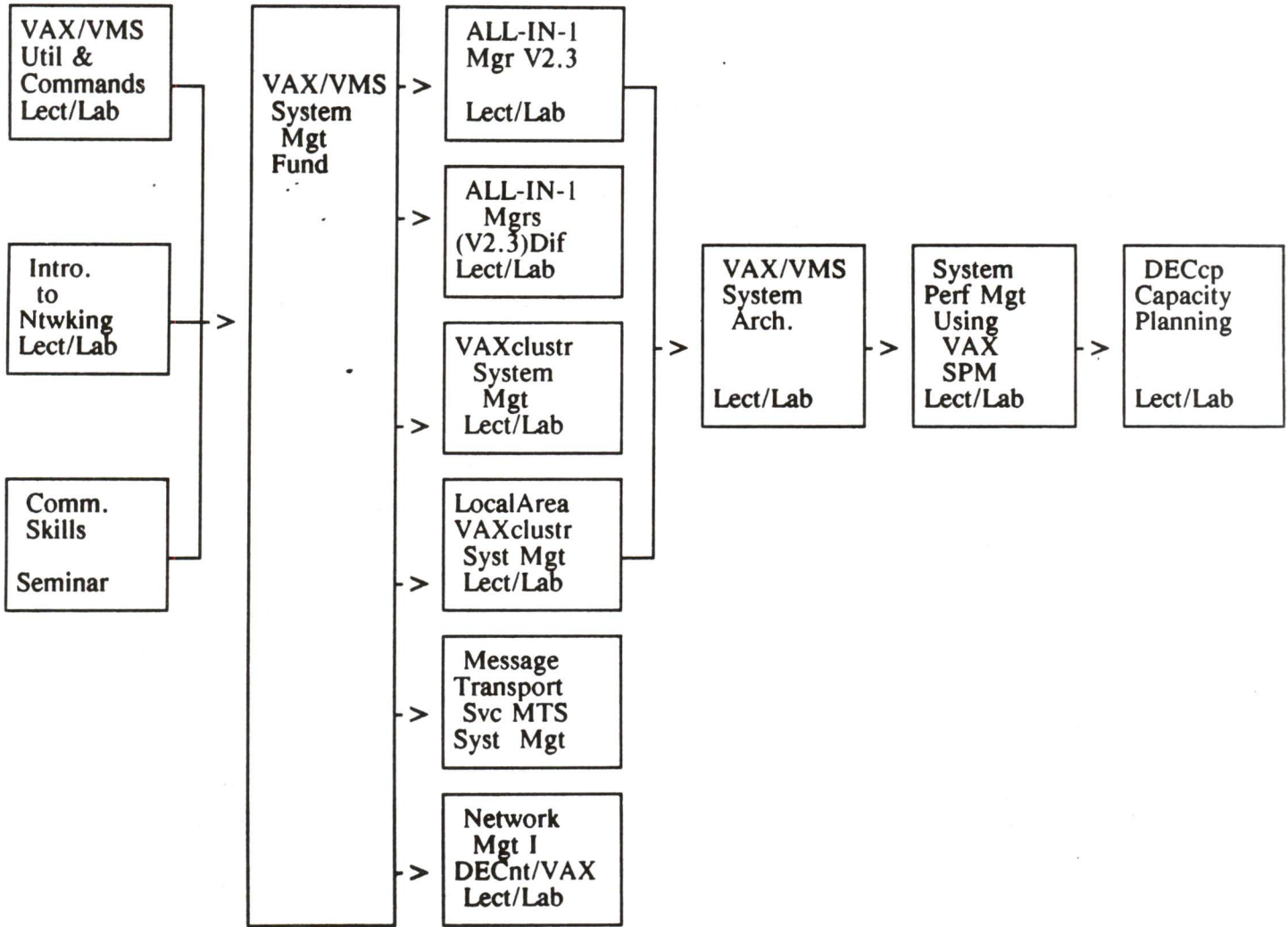
GIA
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Technical Training
Distributed Systems



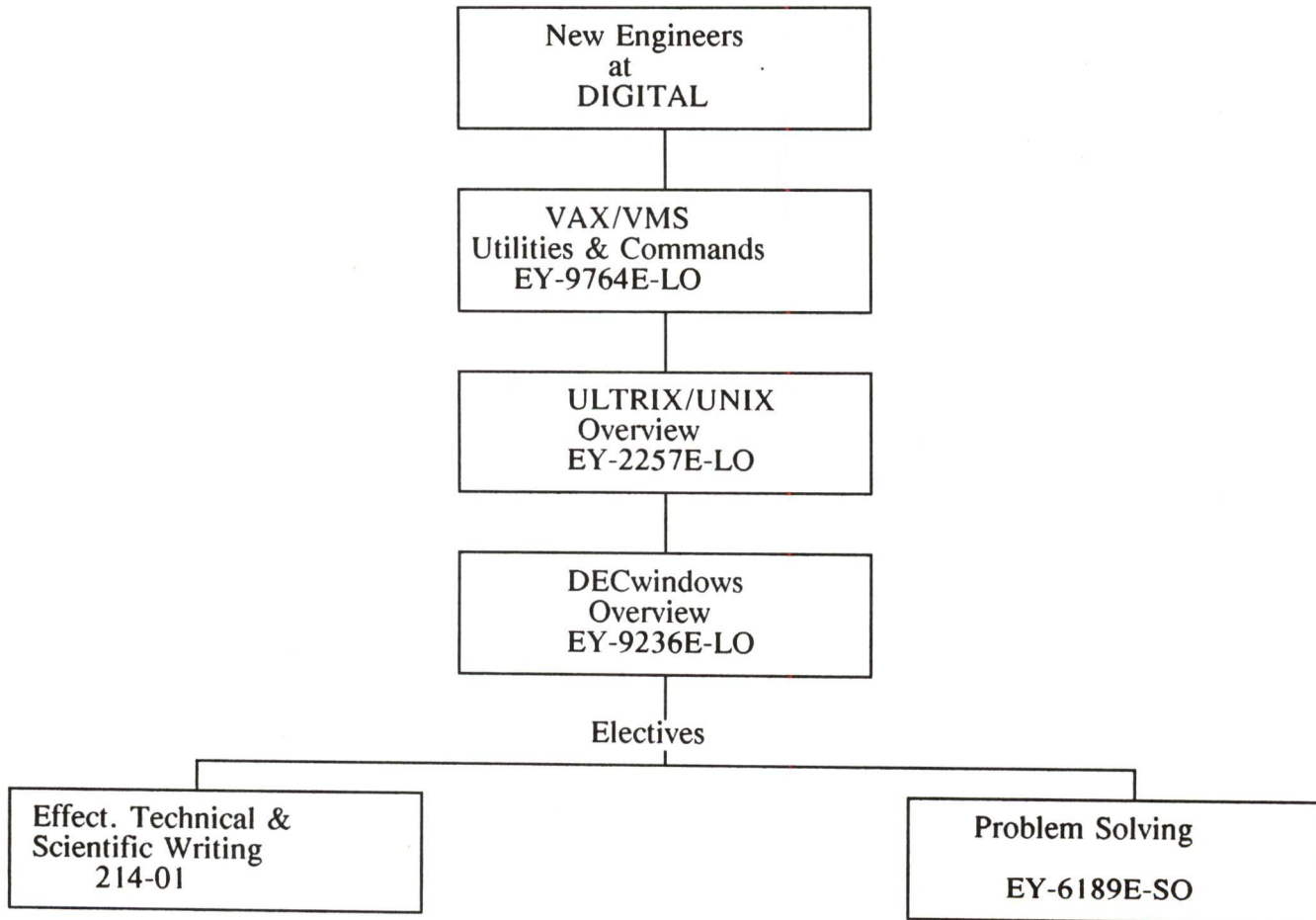
GIA
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 Systems Methodologies and Tools Training
 Data Management



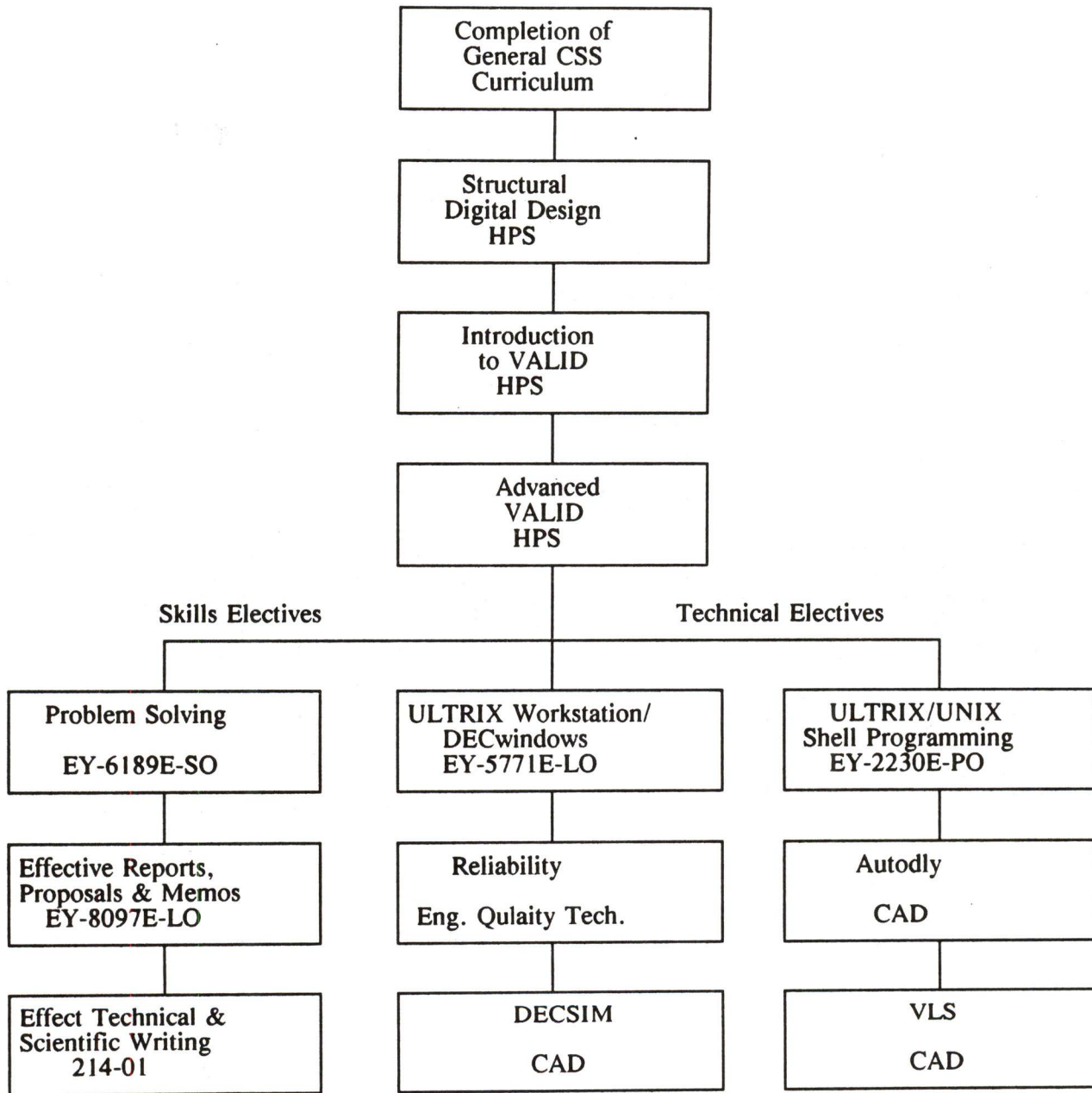
GIA
 Enterprise Integration Services Training
 Technical Training
 System Management
 Large Systems or Data Centers



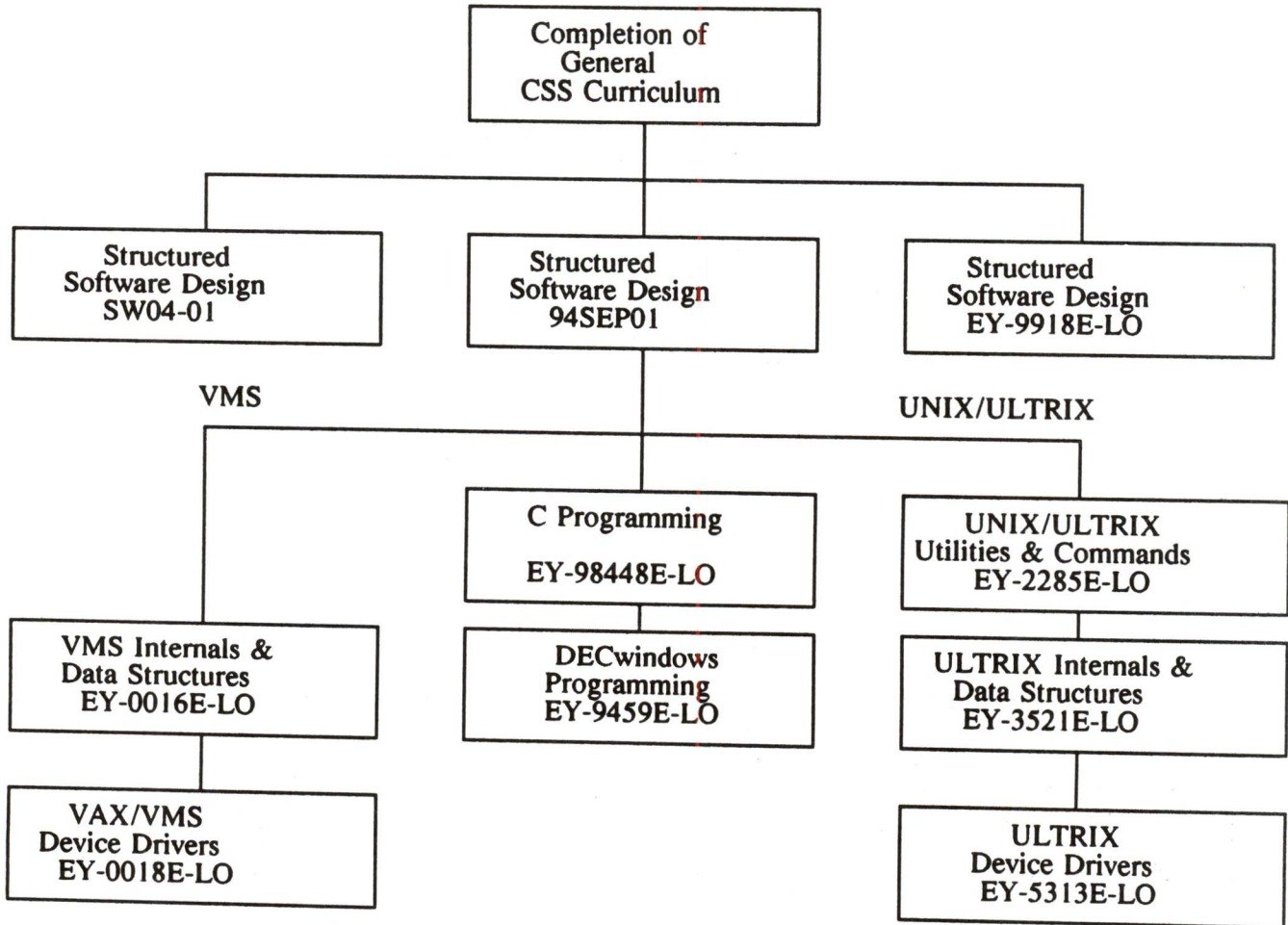
GIA CSS Engineering
Technical Training Curriculum
General Curriculum



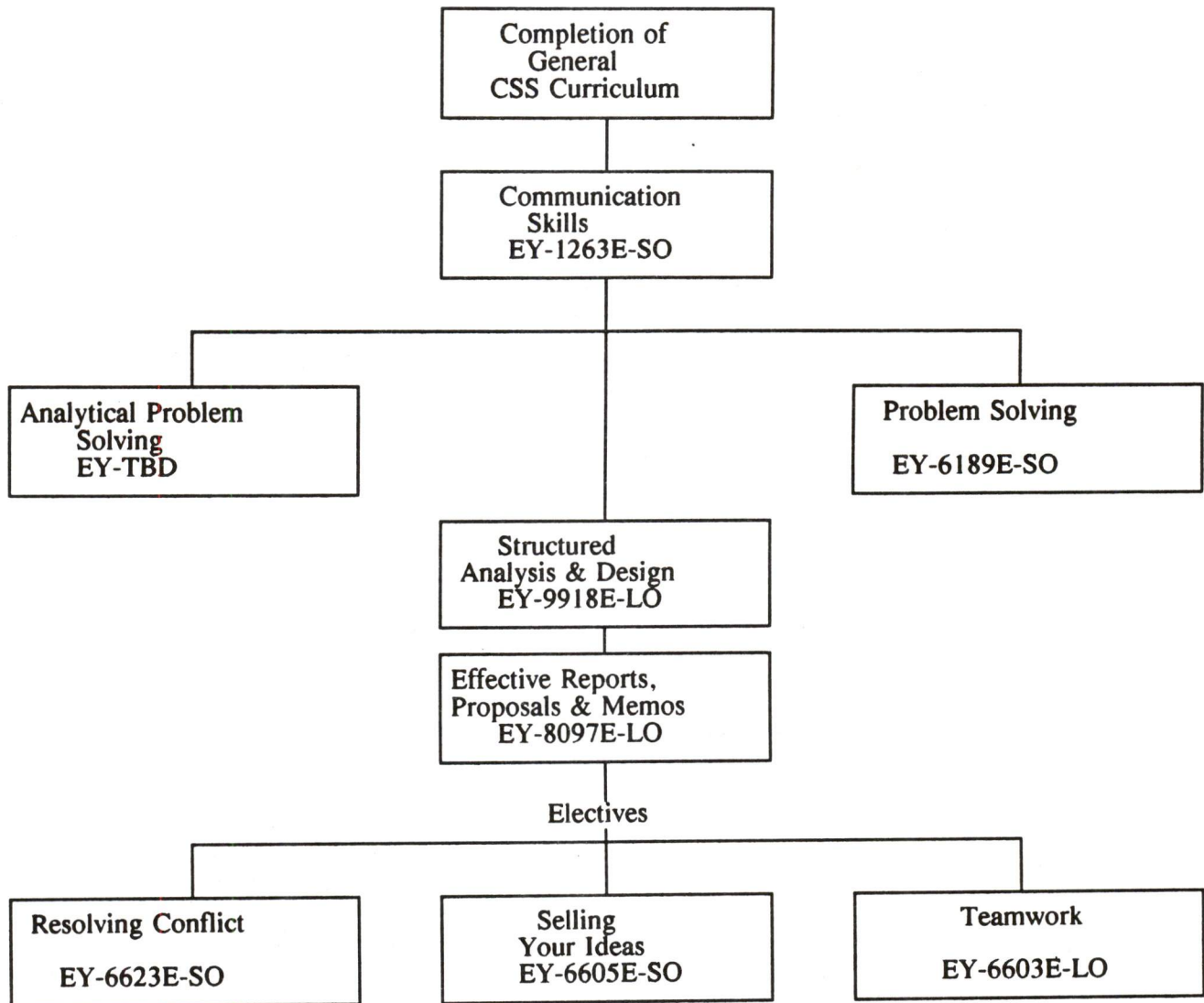
GIA CSS Engineering
Technical Training Curriculum
Hardware Engineers



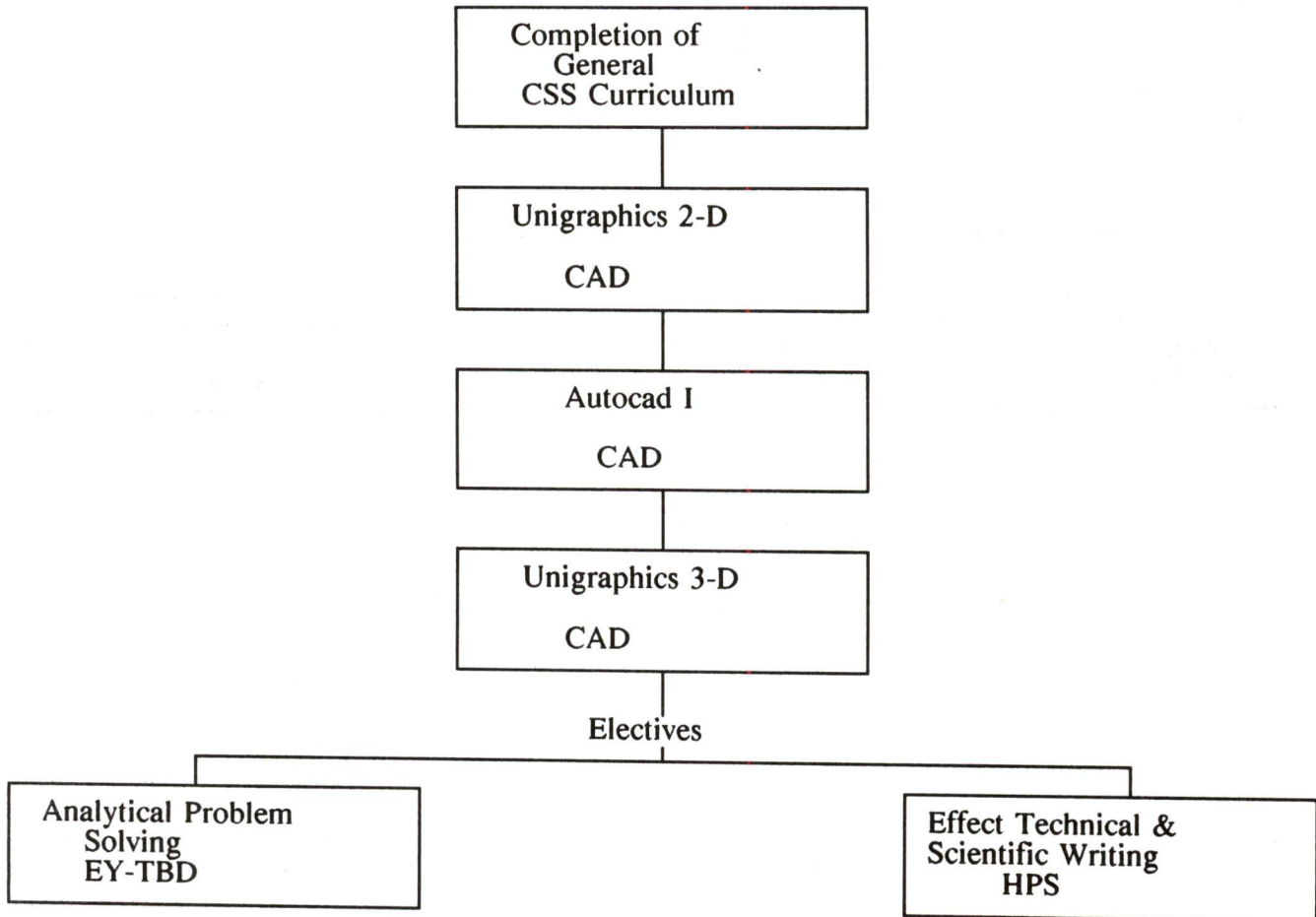
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Technical Training Curriculum
Software Engineers



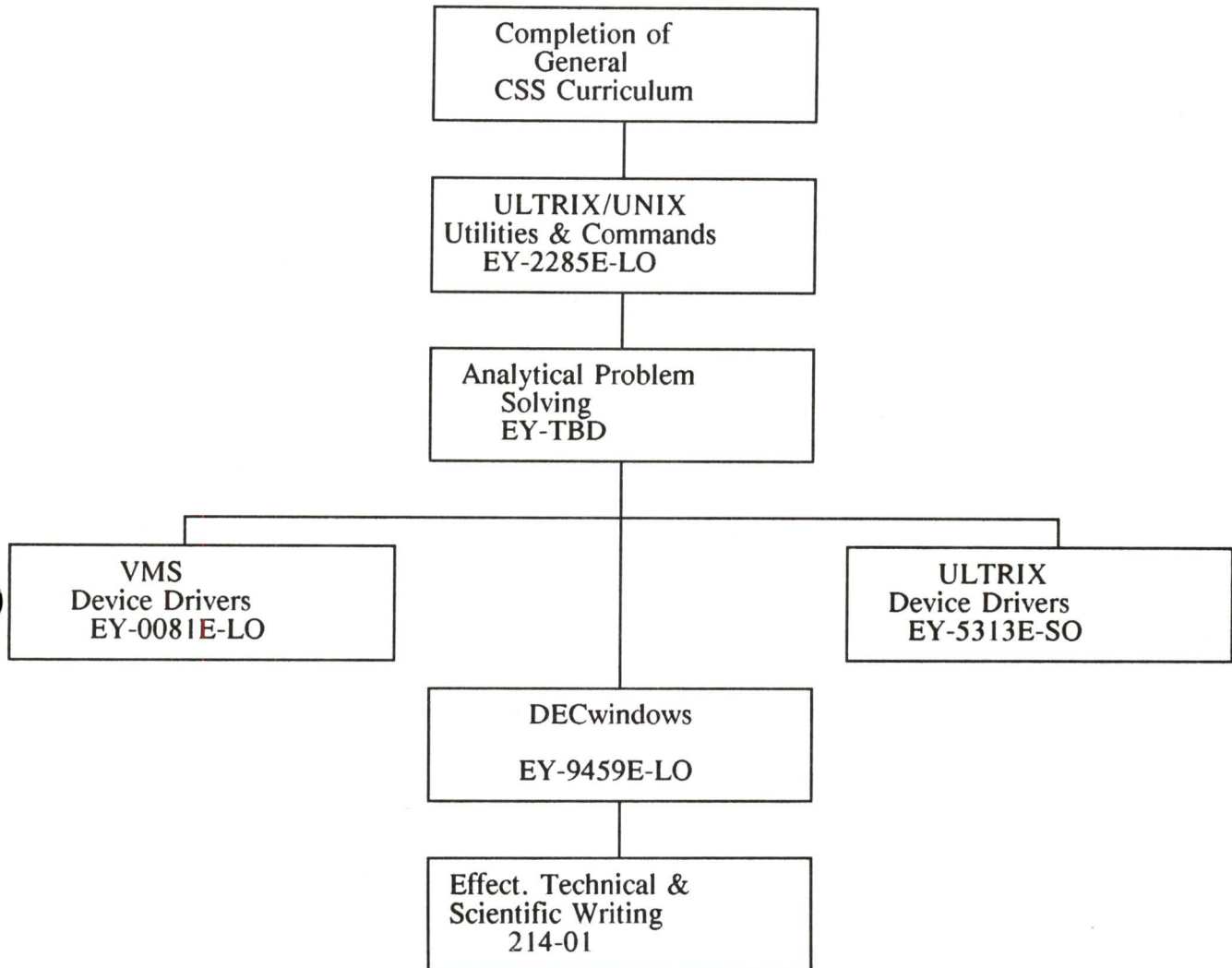
GIA CSS Engineering
Technical Training Curriculum
Project Managers



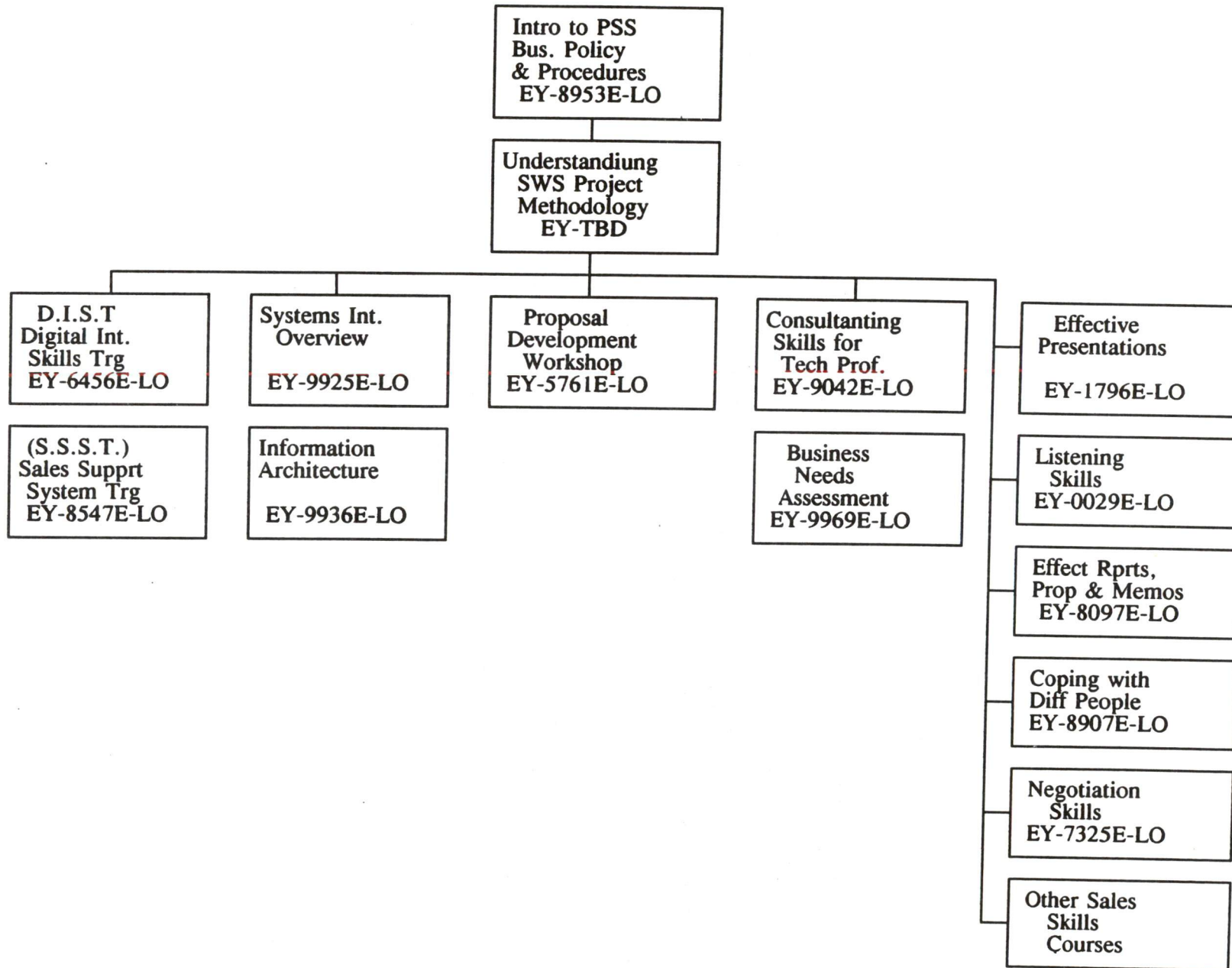
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Technical Training Curriculum
Mechanical Engineers



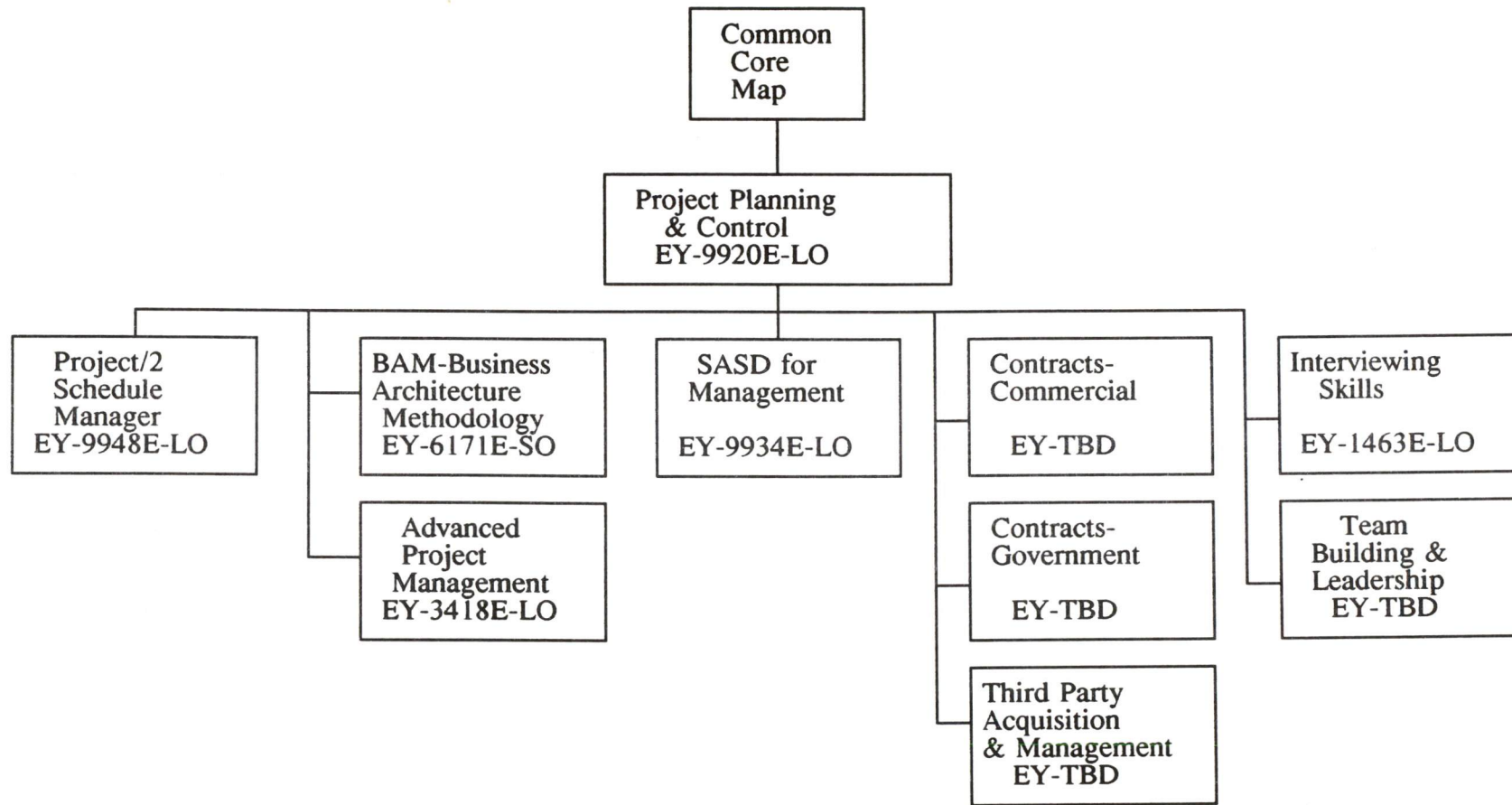
GIA CSS Engineering
Technical Training Curriculum
Sustaining Engineers



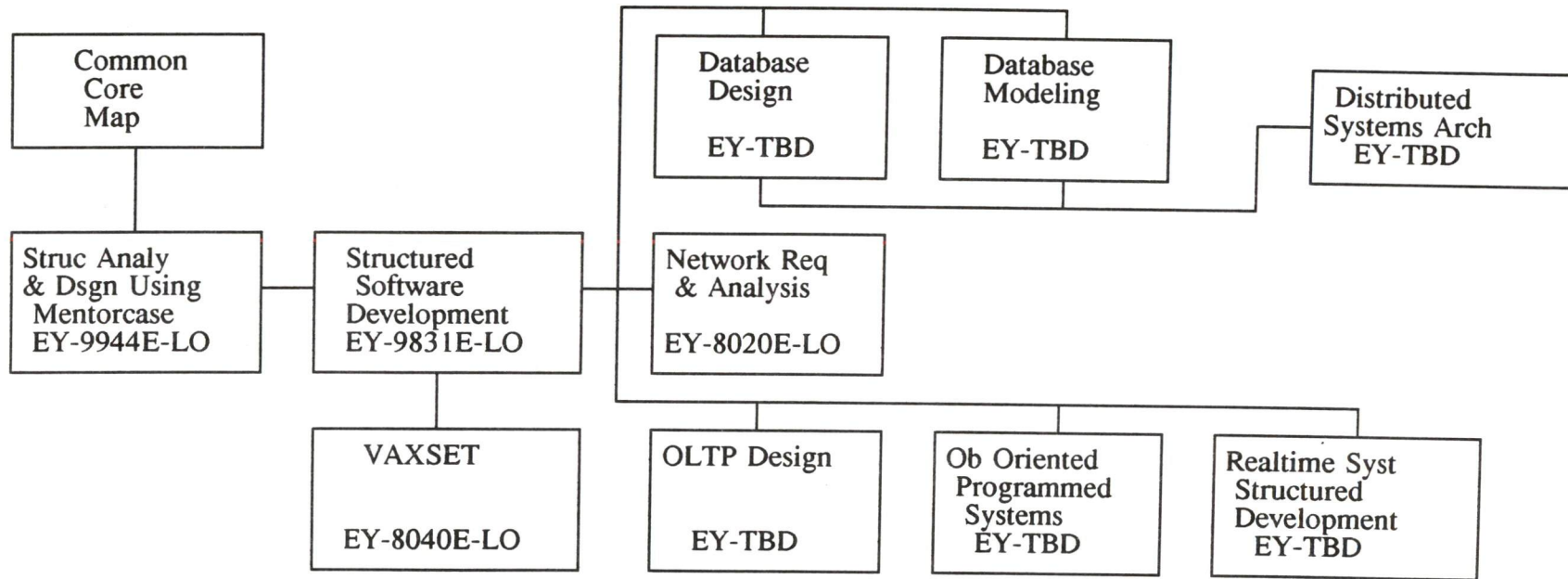
Common Core



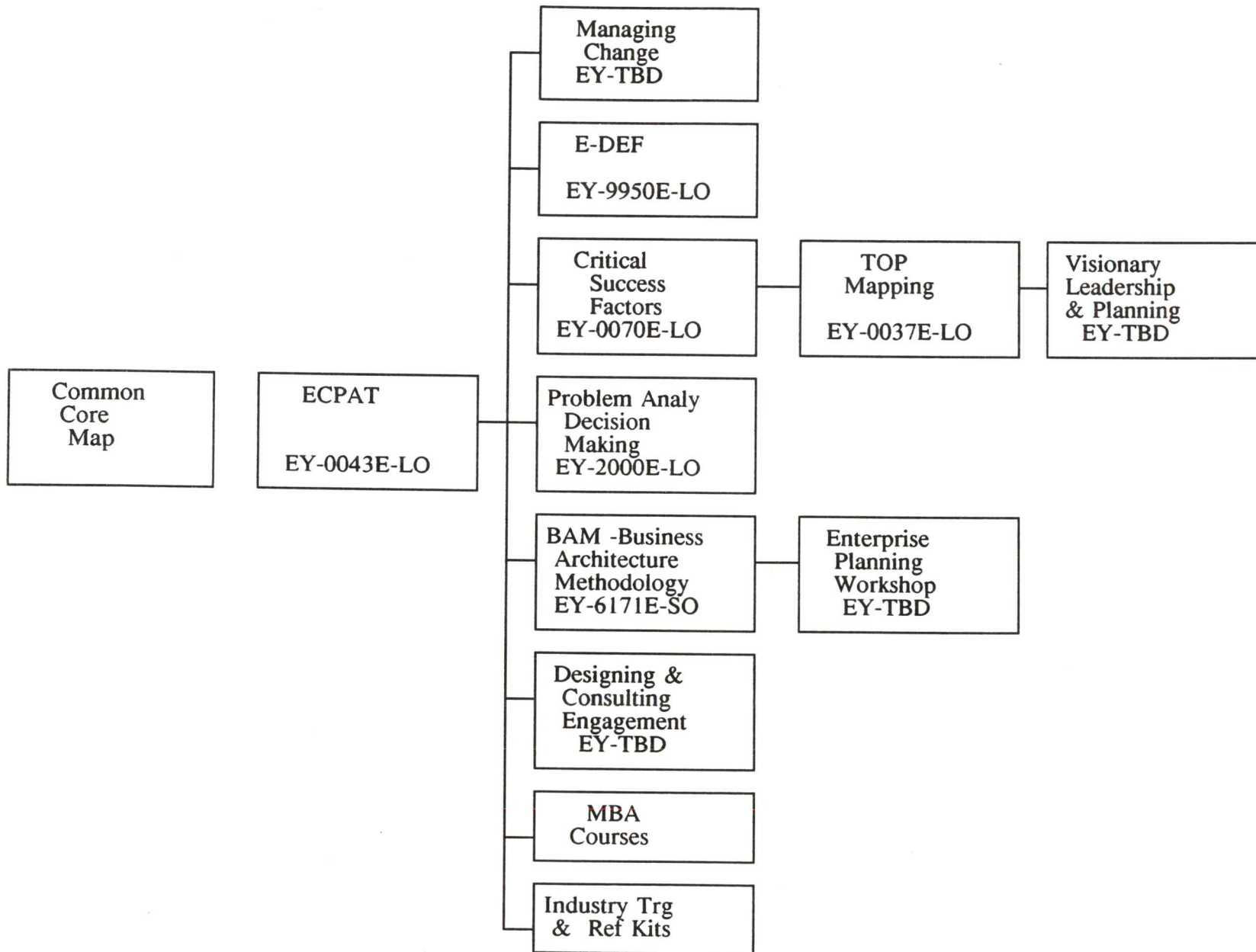
Account Consultants



Solutions Consultant



Management Consultant



Organization

- Are You Ready for the 1990s? 4-3
- Human Performance Model 4-5
- Career Development Infrastructure 4-6
- Organizing Your Regional CDC 4-7
- Behavioral Skills Sample 4-11
- Area Review Board Proposal 4-15
- Management Q & A 4-25
- Career Communication Strategy 4-27

ORGANIZATION

I. INTRODUCTION

GIA is composed of many different types of cultures, countries, customers, governments and complexities. Under these circumstances, it is not very realistic for us to believe that we can implement anything in GIA in one consistent manner. However, our customers are asking us to behave in "one voice, one manner, one method" of doing business. In providing total and/or global solutions to customer business needs, we must find a way to appreciate diversity yet standardize our approach and delivery.

II. PURPOSE

In developing the EIS Career Guidebook, the underlying assumption for development was that SKILL IDENTIFICATION was the most common denominator (rather than job title, level, code, etc..). The purpose of this module is to provide managers with infrastructure and organizational templates so that employees can grow, develop and reach their desired outcomes. This module should be used in conjunction with the job profiles, criteria for differentiation for each job grouping as well as the training curriculum maps.

III. CONTENT

This module contains information on the following:

- 1) Are you ready for the 1990's?
- 2) Model of human performance.
- 3) Career/Organization Infrastructure
- 4) Organizing your regional CDC
- 5) Behavioral skills (sample from SPR)
- 6) Consultant III Area Review Board (Draft Proposal)
- 7) Career communication strategy

IV. KEY RESOURCES/SUPPORT

Pulling all of this together is overwhelming for any one manager. Infrastructure for your regional EIS Career Development Committee needs to be worked in conjunction with:

- > Regional EIS Management Team
- > Area/Regional EIS Human Resource Managers
- > Area/Regional Development Managers
- > Area/Regional Compensation & Benefits Managers

V. NEXT STEPS

- . Each region needs to put in place an EIS Career Development Committee by Q2 FY91. Since each region is at a different stage, you may have to either create or revise existing structures. Our goal is to have one CDC for all EIS Organizations.

- . Individual contributors at Specialist 4 level must participate at the EIS CDC in order to move to a Consultant 1, Manager 2, or Project Manager 1 position.

- . At the GIA Headquarters, EISMC is responsible for approving and implementing an Area Review Board by Q1 FY91 for Consultant and Program Manager 3 positions.

- . Each region needs to develop and implement an EIS Career Communication Strategy to employees and functional management teams.

ARE YOU READY FOR BUSINESS IN THE 1990's

"Relationship Management" and the invisible boss are concepts that figure in the business world of the near future.

A new decade fast approaches and you want to stay competitive. Take the following quiz and get an angle on how well your unit or company is poised to compete in the torrid 1990's. Assign a rating from zero to 10 (lowest to highest) for the degree to which your organization is responding to the following 18 emerging realities.

___ 1. Markets are not just fragmenting. Every market is splintering, and then splintering again. There are no non-niche markets anymore. So long, mass markets.

___ 2. Has anybody seen a commodity lately? Metals and chemicals and bathtubs and cars are getting "smarts" - and such "smarts" will soon be the dominant basis for the differentiation of almost everything.

___ 3. "Lookin' Good" is a term we'd best hear more of. Oft-neglected intangibles such as industrial design, user friendliness, service (as perceived by the customer, not just "conformance to specifications"), empathy and responsiveness are increasingly the main arenas of competitive battle.

___ 4. It's customer time. Every firm can and must cater to individuals-retailer Nordstrom has known that all along; its competitors are learning the hard way. The resources to treat customers as individuals and make them the ruling party include information technology and letting front-line people take charge.

___ 5. Getting "close to the customer" is not close enough. Glue yourself to customers, distributors and suppliers-make "relationship management" your motto.

___ 6. Bye-bye to manufacturing as we've understood it. All companies are service companies. More than 90 percent of IBM's employees, for example, perform service activities. The competitive battle rages over services added, not lumpy objects.

___ 7. Welcome, smaller friends. Smaller outfits are doing most anything and everything these days. All sizable firms increasingly will be "hollowed". That needn't mean losing jobs to cheap labor markets overseas. Instead, the little shop next door probably can provide legal services, accounting, plant watering or even numerous aspects of research more efficiently than its bigger brothers inside the firm.

___ 8. Thanks for the ride, hierarchy. After 2,000 years as the only way to organize, hierarchy's death rattle can be heard. "Flat" firms are clobbering "steep" firms everywhere.

___ 9. "Organization" as we have known it is a thing of the past. Clear boundaries between companies of all shapes and sizes, combined in networks to attack various markets, will disappear almost entirely.

___ 10. Supervisors' days are numbered. Everyone, everywhere will work in self-managing groups or teams, with no formal boss. Many of these groups will even include outsiders, such as suppliers, distributors and customers.

___ 11. Staff specialists served us well in the big, mass market days of specialization - but now, RIP. Everyone had better master at least a dozen jobs. For example, say so long to the quality department - everyone must make quality control their job.

___ 12. "That's Confidential" will work its way out of our vocabulary. Everyone in every job needs instant access to all the firm's and associated firms') data in order to work together quickly and across functional borders.

___ 13. It's too late for mere training! Lifelong learning, by everyone, is vital for constant improvement, which in turn is vital for survival.

___ 14. "That's not my job" is a cry of yore. Everybody's job must be everything, more or less: Everybody must cross all functional boundaries and routinely pass beyond the firm's formal borders. Torch all job descriptions.

___ 15. "Good enough" isn't good enough. Better is all that matters in a violently competitive environment. Better had better be everyone's business.

___ 16. "Doing my time" won't do it. All employees must be treated as volunteers. Only people who feel like volunteers commit to lifelong learning and constant improvement.

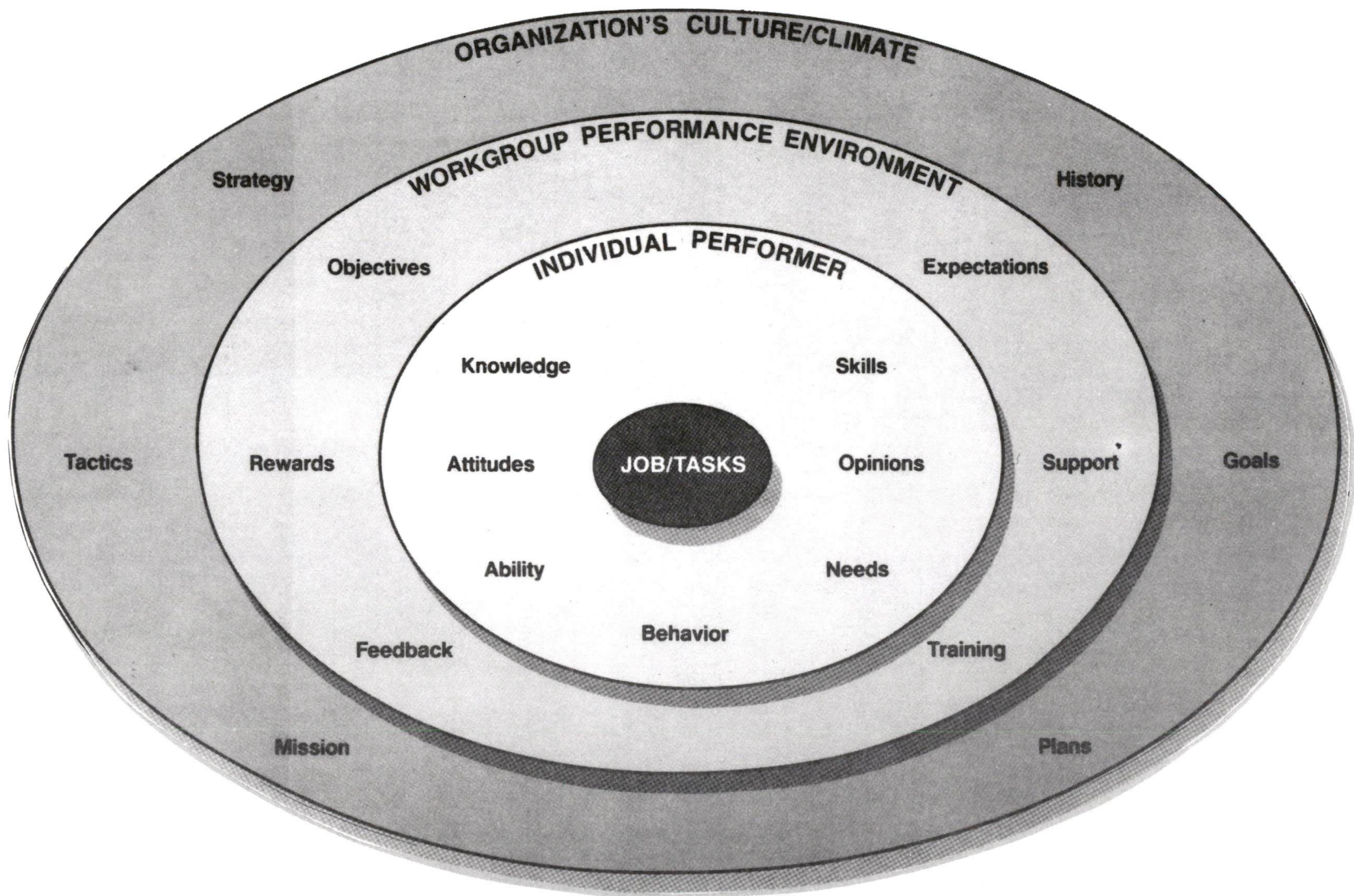
___ 17. Bosses with policy manuals, back to your caves! The new boss will hardly be a boss at all. She (or maybe he) will cast a lighter shadow: orchestrating ever-changing relationships among ever-changing members of ever-changing networks.

___ 18. "If it ain't broke, don't fix it" was good advice in an era when tomorrow's competitors (and their techniques) were the same as yesterday's. "Change everything, starting right now" had best become the new rallying cry for one and all. "If it ain't broke, you ain't looked hard enough" is my assessment of the times. Learn to love change, or you might as well make an appointment with the bankruptcy judge right now.

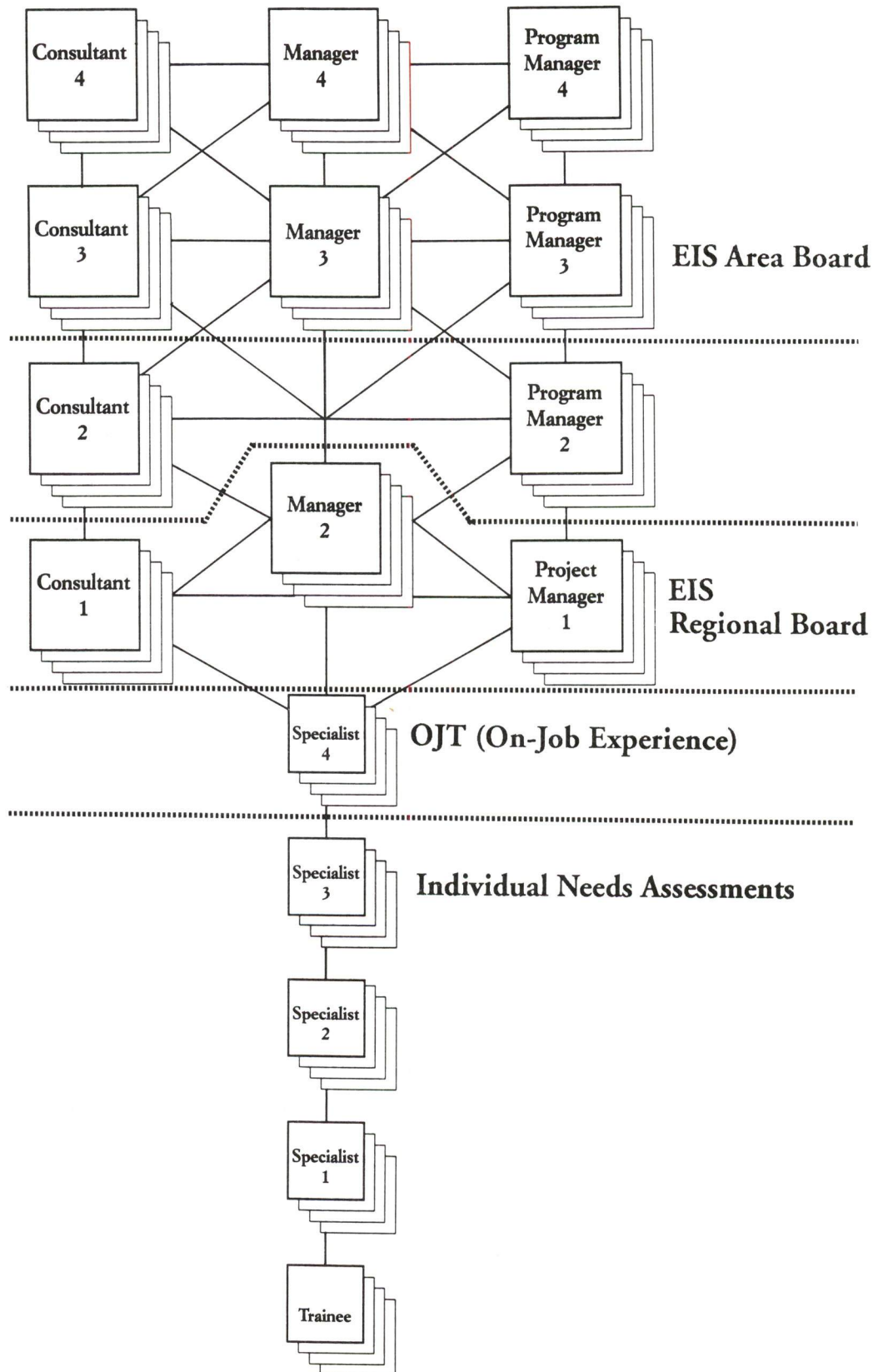
*Business columnist and author, Tom Peters co-authored the bestselling book *In Search of Excellence and A Passion for Excellence*, and most recently authored *Thriving on Chaos*.*

If your reality-check rating on any of these factors is less than six or seven, you and your colleagues have a lot of work to do this year to stake out a claim to competitiveness in the 1990's.

MODEL OF HUMAN PERFORMANCE



Career/Organization Infrastructure



ORGANIZING YOUR REGIONAL CDC

Each region must organize an EIS Career Development Committee (CDC). The CDC will be a mechanism used by EIS management to provide career counseling and development advice to senior individual contributors, and to identify those who are, or will soon be, ready for promotion to a consultant, management or project management position. The CDC is part of a process through which employees gain an understanding of the career opportunities available and ready themselves for consideration as a viable candidate for promotion.

The enclosed guidelines should be considered when you organize your EIS CDC. These guidelines were developed primarily from work done in the South Pacific and Canadian Regions. Once your region has created a process, it should be made available to all employees beginning preparation for an appearance before the CDC.

I. OBJECTIVES OF THE COMMITTEE

An employee whose next career step would be to a consultant management or project management position will attend the Career Development Committee under the sponsorship of his or her District manager or Regional Staff manager. The Committee will evaluate the individuals and will offer career counseling and developmental advice through the sponsoring manager. The principal objective is to offer an employee support in preparing themselves for promotion within the EIS Organization.

The Committee process should ensure objectivity in the evaluation of these senior people, and also make them more visible to all members of the Regional EIS Management Committee.

II. COMMITTEE MEMBERSHIP

You may want your committee to include District Managers, Regional Staff Managers, Personnel Manager or delegate. Membership should be cross-functional representation. You may want to conduct your sessions in conjunction with regional EISMC meetings. It is important to establish a quorum for your CDC as well as a minimum requirement representation.

III. ELIGIBILITY OF CANDIDATES

Candidates will normally be from Software Services, Educational Services, CSS and Information Services. Nominated candidates must have had a performance rating of 2 or above on their last performance review, and will have normally been in their current jobs at least twelve months.

IV. SPONSORSHIP AND NOMINATION

All candidates should be sponsored by their District Manager or Regional Staff Manager. Nominations will be submitted by the sponsoring manager to the Chairperson of your Regional CDC.

V. THE CANDIDATE'S PREPARATION

Candidates appearing before the Committee must have an understanding of the promotional opportunities that EIS offers. It is expected that they will have reviewed the job descriptions for all such positions - line, staff, technical and business - and will have taken the initiative of seeking our incumbents in those positions for further discussion of their responsibilities.

Candidates will be asked to demonstrate their knowledge of the company's structure, business principles and philosophy, and its administration. Preparation and research in this area are necessary.

Through questions and scenarios, candidates will also be asked to demonstrate maturity in handling customer, business and personnel situations. Some on-the-job experience at handling consulting, projects, or management duties by delegation is highly advisable.

VI. COMMITTEE PREPARATION

The Chairperson will assign a Committee member (excluding the sponsoring manager) to each of the areas of evaluation. The sponsoring member will select three scenarios and identify them to the Committee.

The sponsoring manager will also present a one-page resume of the candidate to the Committee and briefly discuss his/her work history and current responsibilities.

VII. CONDUCTING THE COMMITTEE SESSION

Suggested time allocated for each candidate may be two hours, of which 60-75 minutes will be spent questioning the candidate. The remainder will be used for Committee preparation and candidate evaluation.

The Committee session is chaired by the designated EISMC member who will ensure, before questioning starts, that the candidate understands the procedures and has no questions relative to them. The Chairperson will also question the candidate on his understanding of the promotional opportunities that EIS offers, and will ask if the candidate has established a preference for one.

VII. EVALUATION OF THE CANDIDATE

It is important to note that the scenarios and some questions do not have answers that are absolutely right or wrong. The Committee members will consider most closely the candidate's thought process and judgment in formulating a response to these situations.

Following questioning of the candidate, he or she will leave and the Committee members will evaluate the performance at the session. Each member in turn will summarize his observations, state an opinion on career direction, and offer developmental advice. Notes on those evaluations will be made by the Committee members and given to the sponsoring manager, who will distill them into an overall evaluation and plan of development. These notes will be placed in the employee's personnel file.

IX. FEEDBACK TO THE CANDIDATE

The sponsoring manager will provide the candidate (and the candidate's immediate manager if the candidate is not a direct report of the sponsoring manager) to review the candidate's performance before the Committee. The developmental plan will be discussed and will be used as input for the employee's next job plan.

X. PROMOTABLE LIST

Candidates evaluated by the Committee may be deemed to be promotable immediately, and their names will be placed on the list maintained by the Regional EIS Manager. Most candidates will have their names placed on the list by their District or Regional Staff Manager when the recommended developmental plan has been successfully completed. Some candidates may be brought before the Committee a second time if the sponsoring manager feels they would benefit from that.

The Regional EIS Manager will ensure that all employees on the promotable list are properly considered for openings as they occur.

COMMUNICATION

1. ORAL COMMUNICATION

Effective expression in individual or group situations (includes organization, gestures and non verbal communication) with a major emphasis on Oral Fact Finding.

2. ORAL PRESENTATION

Effective expression when presenting ideas or tasks to an individual or to a group given time for preparation (includes organization, gestures, and non verbal communication).

3. WRITTEN COMMUNICATION

Clear expression of ideas in writing and in good grammatical form; includes the plan or format of the communication.

4. LISTENING

Use of information extracted from Oral Communication.

INTERPERSONAL/SALES

5. SENSITIVITY

Actions that indicate a consideration for the feelings and needs of others. Awareness of the impact of one's own behaviour on others.

6. LEADERSHIP

Utilization of appropriate interpersonal styles and methods in guiding individuals (subordinates, peers, superiors) toward task accomplishment.

7. SALES ABILITY/PERSUASIVENESS

Utilizing appropriate interpersonal styles and methods of communication to obtain agreement with or acceptance of an idea, plan, activity, or product from clients.

8. IMPACT

Creating a good first impression, commanding attention and respect, showing an air of confidence.

9. FLEXIBILITY

Ability to modify approach/style in order to reach a goal.

10. CONTROLLED RESPONSE

Skill in maintaining composure and objectivity when confronted with personally defense-provoking situations.

11. TEAMWORK

Willingness to participate as a full member of a team of which he/she is not necessarily leader; effective contributor even when the team is working on something of no personal interest.

DECISION MAKING

12. ANALYSIS

Identifying issues and problems, securing relevant information, relating and comparing data from different sources, and identifying cause/effect relationships.

13. JUDGMENT

Developing alternative courses of action and making decisions which reflect factual information, are based on logical assumptions, and take organization resources into consideration.

14. ORGANIZATIONAL SENSITIVITY

Perceiving the impact and the implication of decisions on other components of the organization.

15. DECISIVENESS

Readiness to make decisions, render judgments, take action, or commit oneself.

MANAGEMENT

16. PLANNING AND ORGANIZING

Establishing a course of action for self and/or others to accomplish a specific goal; planning proper assignments of personnel and appropriate allocation of resources.

17. DELEGATION

Utilizing subordinates effectively. Allocating decision making and other responsibilities to the appropriate subordinates.

18. CONTROL

Establishing procedures to monitor one's own job activities and responsibilities or to regulate the tasks and activities of subordinates. Taking action to monitor the results of delegated assignments or projects.

19. DEVELOPMENT OF SUBORDINATES

Developing the skills and competencies of subordinates through the creation of insight and/or through training and development activities related to their current and future jobs.

PERSONAL/MOTIVATIONAL

20. INITIATIVE

Originating action and maintaining active attempts to achieve goals; self-starting rather than passively accepting. Taking action to achieve goals beyond what is necessarily called for.

21. INTEGRITY

Maintains organizational standards or ethical conduct when dealing with all types of business-related knowledge and information.

22. ENERGY

Maintaining a high activity level.

23. JOB MOTIVATION

The extent to which activities and responsibilities available in the job overlap with activities and responsibilities that result in personal satisfaction.

AREA REVIEW COMMITTEE

FOR

. CONSULTANT III

. PROGRAM MANAGER III

NOTE: The enclosed information is a DRAFT of what is proposed for GIA Area Review committee. Please treat document as a "working draft" until GIA EISMC formally approves this infrastructure. It is being distributed to you now to help prepare you and your employees for what will be forthcoming in FY91.

CONSULTANT III REVIEW POLICY DRAFT

- OVERVIEW -

Enterprise Integration Services has clearly recognized the continuing demand for consulting leadership in support of attaining its business goals. As the organization grows and strengthens its position as a provider of industry-leading Information Management Solutions for Digital's customers, we also need to recognize those individuals who have and will continue to demonstrate significant technical and non-technical leadership and accomplishments for EIS. Therefore, the Consultant III Review Policy will be established to provide a consistent method to identify, recognize, and reward significant individual technical and non-technical achievement and consulting leadership.

This process was modeled after the U.S. Consultant III Promotion Policy. This was used as a guide in addition to the M/E/M Consultant Review Board Process and the European and GIA EIS Career Guides as well as the position description for Consultant III.

Please familiarize yourself with these materials. It is important that we move quickly to complete discussions of the draft with GIA EISMC, thereby ensuring a consistent and timely message to our management staff and consulting community. Provide your feedback of the draft to your Regional EIS Manager.

CONSULTANT III PROMOTION POLICY

APPLICABILITY

- . Technical/Non-Technical EIS Consultants
- . Program Managers

PURPOSE

- . Recognize significant individual technical and non-technical achievement and consulting leadership

PROCEDURE

- . Defines a set of standards for the position of Consultant III
- . Establishes a Consultant Review Committee (CRC) to meet quarterly to review proposals
 - > The Consultant Review Committee (CRC) consists of experienced field, staff, and Engineering Managers
- . Provides candidate feedback to support career development
- . Provides steps for handling new hires
- . Provides for an annual review of policy results and effectiveness

IMPLEMENTATION

- . Quarter One, Fiscal Year 1991

PROMOTION TO THE POSITION OF CONSULTANT III

I. APPLICABILITY

- . Technical/Non-Technical EIS Consultants
- . Program Managers

II. SUMMARY

This process defines the guidelines for selection of candidates for the position of Consultant III.

III. PURPOSE

To provide a standard procedure for objectively and consistently selecting individuals for the Consultant III position, thereby recognizing significant individual technical/non-technical achievement and consulting leadership, and ensuring quality promotions within EIS.

IV. GENERAL

The Consultant Review Committee (CRC) will review candidate proposals based upon the Consultant III standards set forth in attachment I.

The CRC will meet quarterly to review proposals and consists of GIA EISMC and appropriate Field, Technical and Personnel Staff.

Annually, the CRC Chairperson will prepare a summary of CRC activities for EISMC review to support analysis for worldwide consistency.

V. PROCEDURE

A. Justification of Position

The Consultant III position must be based on a continuing business need for the functions described in the position description.

B. Proposal Process

1. The nominating manager prepares the proposal covering the justification of the candidate and submits it to their Regional EIS Manager for review and endorsement.

When the nominating manager is the Regional Manager, the proposal shall be forwarded directly to the CRC Chairperson.

2. All proposals must be received by the CRC Chairperson at least two weeks prior to the scheduled quarterly meeting.
3. The CRC will review each proposal as a group with the nominating manager present. The nominating manager will act as an advocate for the candidate and answer questions regarding the contents of the proposal.
4. The CRC will vote on the proposals and forward the results on all proposals to the EIS V.P. for final review and approval. Committee members who have management responsibility for candidates must abstain from voting.

The CRC results will include written recommendations regarding the CRC findings of the candidates qualifications.

VI. Proposal Format

The proposal pages must be numbered and must follow the outline below, section by section, using the Consultant III standards (Attachment I) as the criteria for each section. The candidate's resume must be included with the proposal.

PROPOSAL CONTENT

<u>SECTION</u>	<u>DESCRIPTION</u>
1.0	<u>Management Summary</u> Identify the candidate and provide a brief summary of their position responsibilities, scope, and business focus.
2.0	<u>Organization</u> Provide an organization chart identifying the candidate's relationship to their Country, Region, or Area Staff.
3.0	<u>Consistent Performance History</u> Provide a summary of the candidate's performance history including their ability to leverage resources and expertise to ensure high levels of customer satisfaction within their area of responsibility.
4.0	<u>Position Qualifications</u> This section details the candidate's professional qualifications to include education, specific industry knowledge and/or expertise, professional certifications and/or awards, published papers, seminars, talks, courses taught and years of relevant experience. Include resume.
5.0	<u>Professional Expertise</u> This section details the candidate's specific area(s) of expertise.

- 6.0 Cross-Functional Leadership
- This section describes the candidate's cross-functional leadership and initiative as demonstrated by providing consulting expertise to evaluate and develop customer systems, requests for proposals, and solutions for Digital and the Customer.
- 7.0 Account Development
- This section describes the candidate's demonstrated involvement and contributions to significant account development.
- 8.0 Program/Project Membership
- This section describes the candidate's demonstrated leadership as a program or project team member or a strategic program and/or project win and its implementation.
- 9.0 Upwards Contribution
- This section describes the candidate's upward contributions to the function, group, region and/or area.
- 10.0 Program/Project Management
- This section describes the candidate's demonstrated ability to successfully win, manage, and/or lead projects to completion on time and within budget.
- 11.0 Key Strengths
- This section describes the candidate's demonstrated skills and abilities such as: strategic thinking, program and project management, collaborative management, decision making ability, interpersonal skills, and how key strengths have been observed.
- 12.0 Development Areas
- This section describes the candidate's skill areas which can be enhanced to further broaden the individual's background and contributions to the organization.
- 13.0 Letters of Recommendation
- Letters of Recommendation, minimum of two (2), should be included. Typically these letters would endorse the candidates contributions, skills, and experience, and be from customers and/or senior management, sales/accounts, or engineering.

Approval Signatures

Attachment II. contains the signature format to be attached as the last page of the proposal.

VII. Candidate Feedback

- A. Approved proposals will be returned to the nominating manager by the Committee Chairperson for notification of promotion to the candidate.
- B. Salary actions are the responsibility of the nominating manager and not part of this process.
- C. In situations where proposals are not approved, specific feedback will be given to the candidate's nominating manager for the purpose of further individual development.

VIII. New Hire Process

- A. The hiring manager should continue the practice of having potential Consultant III candidates interviewed by a Consultant III or a very senior, experienced Consultant II.
- B. New hires will be classified into the Consultant II level position, and paid in the salary range determined appropriate by the hiring manager (either Consultant II or Consultant III). The hiring manager is responsible for obtaining appropriate input for this decision.
- C. Within three years the new hire must be nominated and reviewed by the CRC. Based upon this review the individual is reclassified into the Consultant III job code or not approved for promotion.

In cases where an individual has not been approved for promotion to Consultant III after three years, their salary progression will be handled in accordance with Compensation Guidelines for the salary range of the Consultant II position.

CONSULTANT III STANDARDS

A QUALIFIED CANDIDATE WILL HAVE:

1. A performance rating or "1" or "2" in two (2) of the last three (3) years, including the current year rating which must be at least a "2".
2. An educational background or knowledge equivalent to a Bachelor's degree as a minimum, with a Master's Degree preferred, and specific industry knowledge and/or advanced technology expertise recognition such as professional certifications, publications, professional society membership or professional awards.
3. A minimum of fifteen (15) years relevant experience.
4. Specific area(s) of expertise:
 - > Industry or Advanced Technology (Workstations, Communications, AI, OA, CAD/CAM/CAE).
 - > Specific knowledge of technology and its trends and resulting business impact for Digital.
 - > Knowledge and application of Advanced Management Processes such as Program and Project Management, Organizational Development, and Group Dynamics Technology.
 - > A detailed understanding of Digital's Products and Services and how they affect the overall competitive position of the Corporation in the marketplace.
5. Demonstrated Cross-Functional Leadership and initiative by providing consulting expertise to evaluate and develop customer systems, customer system requirements, requests for proposals, and solutions for Digital and the customer.
 - > Key factors are size, scope, complexity, value or revenue, profit, and success of project, program, or consulting assignment.
6. Demonstrated involvement and contributions to significant account development, either within the Function, Group, Region or Outside of Region.
7. Demonstrated leadership as a program or project team member on a major and/or strategic program and/or project win and its implementation.
8. Demonstrated upward contributions to Function, Group, Region via Programs, Projects, or Expertise Centers.
9. Demonstrated the ability to leverage resources and expertise to ensure high levels of customer satisfaction and sales satisfaction within area of responsibility.
10. Demonstrated the ability to successfully win, manage, and/or lead programs and/or projects to completion on time and within budget.

APPROVAL SIGNATURES

COMMENTS

Nominating Manager

Area, Staff,
Engineering Manager

CRC Chairperson

V.P. EIS

MANAGEMENT DISCUSSION GUIDE

- Questions and Answers -

Q: Is this policy for all EIS or just the Field Organization?

A: This policy is designed to be applicable to all of EIS to include Headquarters and Field Groups. Additionally, Corporate SWS Engineering will use this policy and be represented on the Consultant Review Committee (CRC).

Q: As a Consultant, Do I go before the CRC?

A: No. This is a proposal review process. Your sponsoring manager will be present at the CRC meeting to act as an advocate for your proposal and answer any questions regarding the proposal contents.

Q: Are there any Consultant III people in the organization now?

A: Yes. At GIA Headquarters. Presently there are none in the Field.

Q: How will I know if I am a candidate for this new position?

A: Your Manager will discuss with you the development of your proposal to ensure there is a full understanding of your accomplishments.

Q: What if I do not receive endorsement by the CRC?

A: All proposed candidates will receive feedback on their proposal for further career development planning.

Q: How can I prepare to become a Consultant III?

A: Career discussions held with your manager and the development of a job plan targeted to meet the standards will help prepare you for a Consultant III position.

Q: If I am dissatisfied with the committee results, how can I appeal their decision?

A: Usage of the Company's Open Door Policy is the appropriate path to use. It is anticipated that CRC feedback and discussion with your manager would clarify any concerns around CRC decisions.

MANAGEMENT DISCUSSION GUIDE

- Questions and Answers Continued -

Q: These standards appear unreachable, are there any people who meet this criteria?

A: Extensive organizational analysis was conducted to test the standards of the organization. The results indicate an appropriate number of individuals are available for consideration.

Additionally, this policy is designed to identify and recognize truly significant and outstanding contributions and technical and non-technical leadership in the consulting community.

Q: Maybe I should become a manager, they get promoted more easily and do not have to meet proposal criteria?

A: If your motivation is to change career paths to a management track, appropriate discussions should be held with your manager.

If you are concerned that Consultants now have to do something different than managers to be promoted, please remember that most regions have Management Development Committees in place.



EIS CAREER PATH COMMUNICATION STRATEGY

LEVELS OF ACTIVITY



ADOPTION: BECOME A PART OF THE NEW CAREER PATH

ACCEPTANCE: ACCEPT AN EXPANDING ROLE IN SUPPORT OF THE NEW CAREER PATH

AWARENESS: BE ALERT TO POSSIBLE ROLE EXPANSION OR CHANGES DUE TO THE NEW CAREER PATH

AWARENESS

METHOD: BROCHURE
GROUP PRESENTATION (COMMITTEES)
NEWSLETTER(S)

FOCUS: KEY COMPONENTS:
- Changing Business Needs
- New Career Opportunities
- Major Aspects of the Program
- Basic Time Frame
- Benefits to Employees & Customers

RESPONSIBILITY: EIS MANAGEMENT TEAM

TIME FRAME: BEGIN IN OCTOBER

ACCEPTANCE

METHOD:	GROUP PRESENTATION (MORE DETAILED AWARENESS ONE) <ul style="list-style-type: none">- Cross Functional Mgmt. Meetings Whenever Possible AREA/REGIONAL WORKSHOPS <ul style="list-style-type: none">- Use Case Studies (ex: Dupont Tape)
FOCUS:	KEY COMPONENTS OF THE PROGRAM PLUS: <ul style="list-style-type: none">- Business Issues and Impact- Immediacy of the Need for Change- Changes in roles and Responsibilities- Need for Cross-Functional Cooperation
RESPONSIBILITY:	AREA/REGIONAL MANAGEMENT TEAMS
TIME FRAME:	AFTER EXCELLENCE KICK-OFF FOLLOW-UP MEETINGS WITH DISTRIBUTION OF MANUALS AND ONE ON ONE MEETINGS

ADOPTION

METHOD:	GROUP PRESENTATIONS INDIVIDUAL COUNSELING CAREER PATH GUIDEBOOK RESPONSIVE FEEDBACK CHANNELS MANAGEMENT GUIDEBOOK
FOCUS:	COMPLETE DESCRIPTION OF CAREER PATH DETAILED ANSWERS TO QUESTIONS AVAILABLE RESOURCES
RESPONSIBILITY:	EIS MANAGERS, HR MANAGEMENT & STAFF
TIME FRAME:	KICK-OFF AT EXCELLENCE FOLLOW-UP WITH INDIVIDUAL MEETINGS, DISTRIBUTION OF MATERIALS etc..

AUDIENCE OBJECTIVES

AUDIENCE

Sales - All Employees

Customer Service - All Employees

FCDC

HRPD & E

Top Notch

Regional PDC

Area PDC

ACTION

Awareness

Awareness

Awareness

Awareness

Awareness

Acceptance

Acceptance

AUDIENCE OBJECTIVES (Cont.)

AUDIENCE

ACTION

Human Resource Management

Acceptance

Regional Personnel Managers
Functional Personnel Managers
C&B Managers
ER Managers
Employment Managers
District Personnel Managers
Development Managers
Edu. Services - Internal Training

Subsidiary Management Team

Acceptance

Functional Management Teams
(EDU,SWS,IS,CSS)

Adoption

General EIS Staff

Adoption

Overheads

PRESENTATION/OVERHEADS

I. INTRODUCTION

As a manager of people and/or organization, you will be called upon to present EIS career information to a variety of personnel. This includes your employees as well as organizations such as Personnel, Sales, Functional Management Committees, etc.. GIA is rich in cultural and geographical diversity. Since our regions vary in size, scope and complexity, it will be more meaningful to each of you to organize your own presentations to more effectively respond to your targeted audiences.

II. PURPOSE

The purpose of this module is to provide managers with basic overheads and messages for communication. Although each region is unique, the overheads to follow represent "core messages" that should be addressed in any EIS Career Presentation. This will provide us the means to "regionalize" as well as "standardize" presentations consistently to all EIS employees in GIA.

III. CONTENT

This module includes overheads in the following areas:

- 1) Changing Business & Trends
- 2) Enterprise Services Infrastructure/Methodology
- 3) Creating Career Frameworks
- 4) EIS Career Opportunities
 - > Specialists & Engineers
 - > Project/Program Managers
 - > Managers
 - > Consultants
- 5) Career Migration/Movement
- 6) Communication Strategy (content in organization module)

IV. KEY SUPPORT

Although most presentations will be made by EIS managers, you may want to seek the assistance and/or co-present with appropriate personnel resources.

V. NEXT STEPS

- 1) Develop a career presentation from existing information that responds to employees and your style.
- 2) Decide whether to present "solo" or with others.
- 3) Go do it! Practice makes perfect.
- 4) Use EIS Career presentations as one of the steps executed in your Career Implementation Plan.

CHANGING SKILLS AND BEHAVIOUR

P. DRUCKER - FEB. 88

"... THE TYPICAL LARGE BUSINESS 20 YEARS HENCE WILL HAVE LESS THAN HALF THE LEVELS OF MANAGEMENT ... AS TODAY."

"(IT)... WILL BE KNOWLEDGE-BASED, AN ORGANIZATION COMPOSED LARGELY OF SPECIALISTS WHO DIRECT AND DISCIPLINE THEIR OWN PERFORMANCE THROUGH ORGANIZED FEEDBACK FROM COLLEAGUES, CUSTOMERS."

"TO REMAIN COMPETITIVE ... BUSINESSES WILL HAVE TO CONVERT THEMSELVES INTO ORGANIZATIONS OF KNOWLEDGEABLE SPECIALISTS."

EIS

External Factors

People

- Cultural Clashes -- Func/Func
Old/New
- Flexible & More Utilization
(New & Mix Skills; Skill Pools)

- Customer -- Ease of doing Business
- Competition -- # 1 Systems Integrator

Structure

Hierarchy --> Flatten Org.
Ind Work Org. <--> Virtual Teams
Internal Focus <--> Customer Focus Org.

Leadership

- Transformation
- Congruence

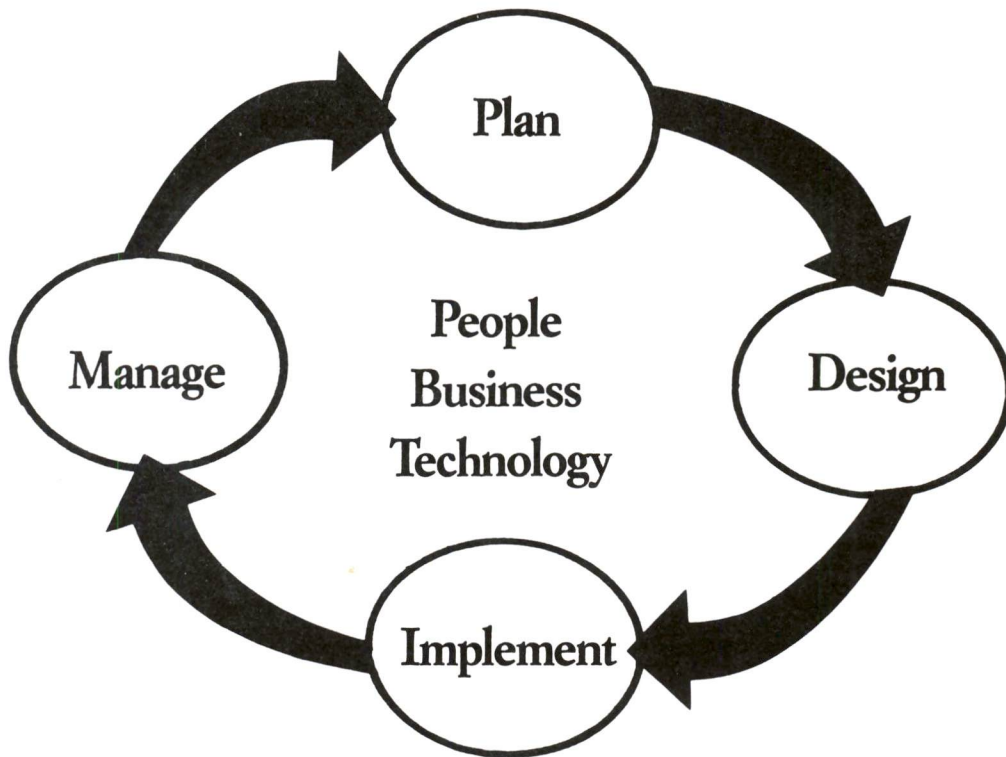
Rewards

Performance Base-Pay <--> Skill Base-pay
Limited Comp. --> Comprehensive Comp. System

Measurements

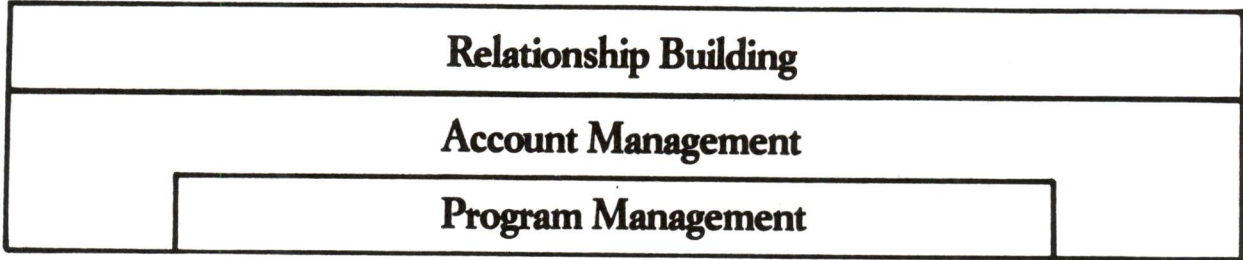
Individual effort <--> Team Performance
Functional <--> Cross-Functional Performance

GIA Systems Integration Business

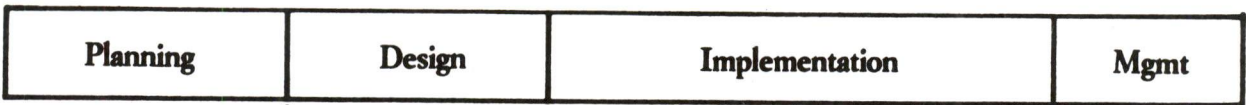


Digital's Enterprise Services

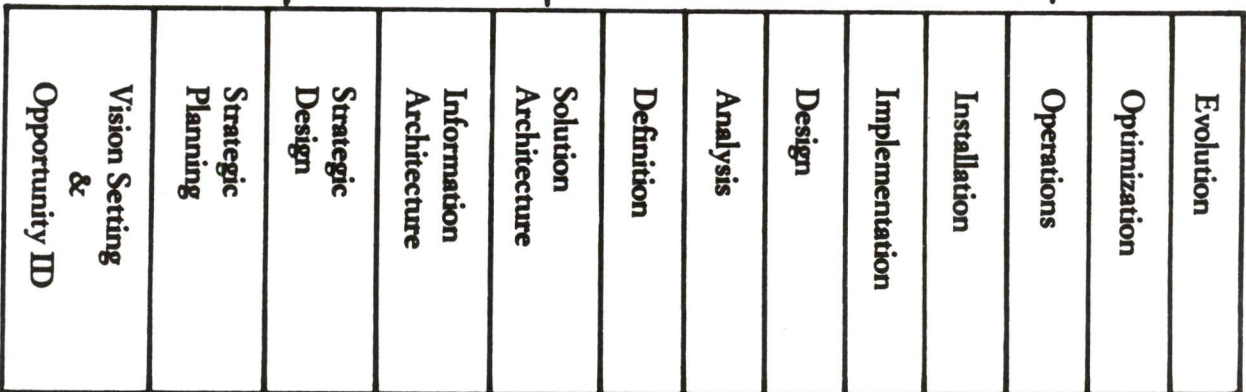
Account Support Activities



Stages



Phases



Enterprise Solution Cycle

Planning

What? Why?

- Customer's Business Objectives
- Vision, Mission
- Strategies
- Critical Success Factors
- Competition
- Priorities
- Strengths/Weaknesses

Design

How?

- Strategies to Support Business Objectives
- Architectures
- Mission Critical Processes

Implementation

Do It!

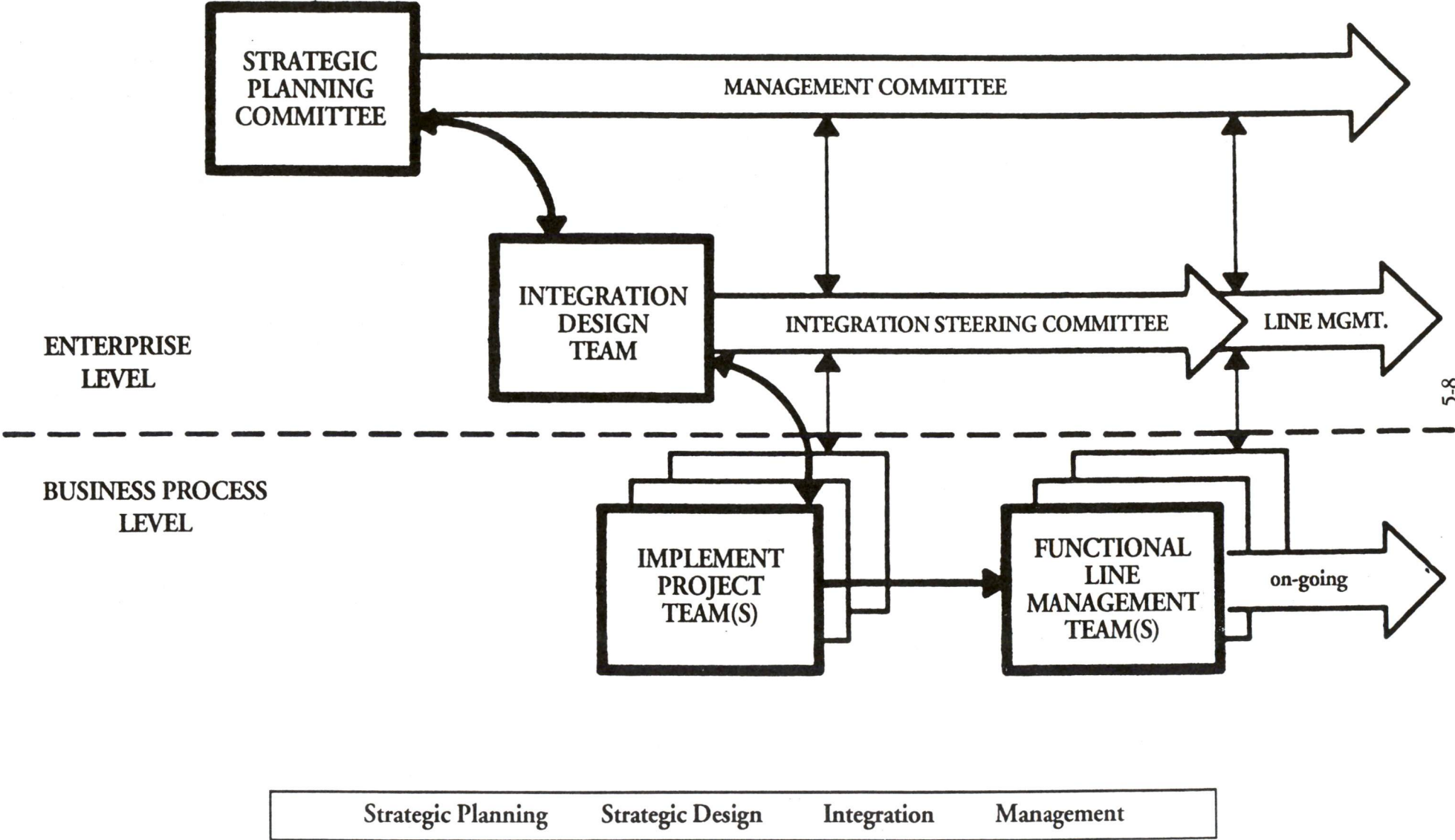
- Integrate Components
- Program Management
 - Definition
 - Analysis
 - Design
 - Implementation
 - Installation

Management

Run It!

- Operate
- Measure
- Optimize
- Evolve

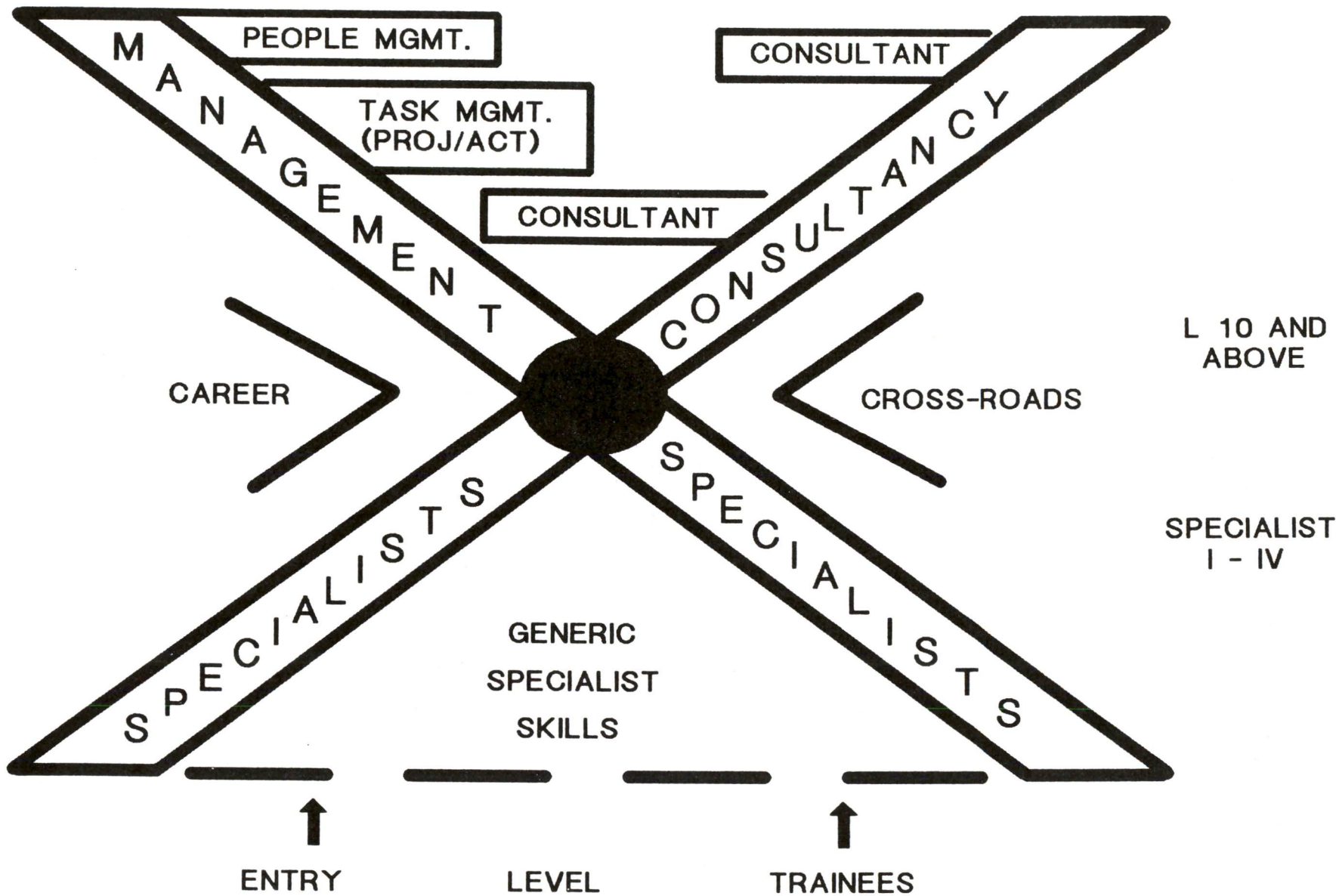
DES CASCADING TEAM PROCESS



Digital Program Methodology



Phases:	Definition	Analysis	Design	Implementation	Installation	Operation
Deliverables:	Qualification Report Program Manager Named	Proposed Functionality Initial Program Plan Proposal Order	Functional Specification System Design Specification Acceptance Test Specification Proposed Services Solution Program Plan Contract	Solution Components <ul style="list-style-type: none"> ● Software ● Hardware ● Services ● Training ● Documentation Tested Solution Acceptance Test Package Prepared Customer Facilities	Installed System Accepted Solution Trained Users	Operational Support Services Postprogram Review Archived Material
Exit Criteria:	Management Selection	Customer Acceptance/Order	Signed Contract	Successful Integration and Systems Test	Signed Acceptance Test	





KNOWLEDGE

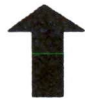
(What does the individual know)

SKILLS

(How he applies that knowledge)

EXPERIENCE

(How long/where he has applied know-how/skills)



CAREER MANAGER TARGETED
TO OPTIMIZE.



PURPOSE

(Why does the job exist)

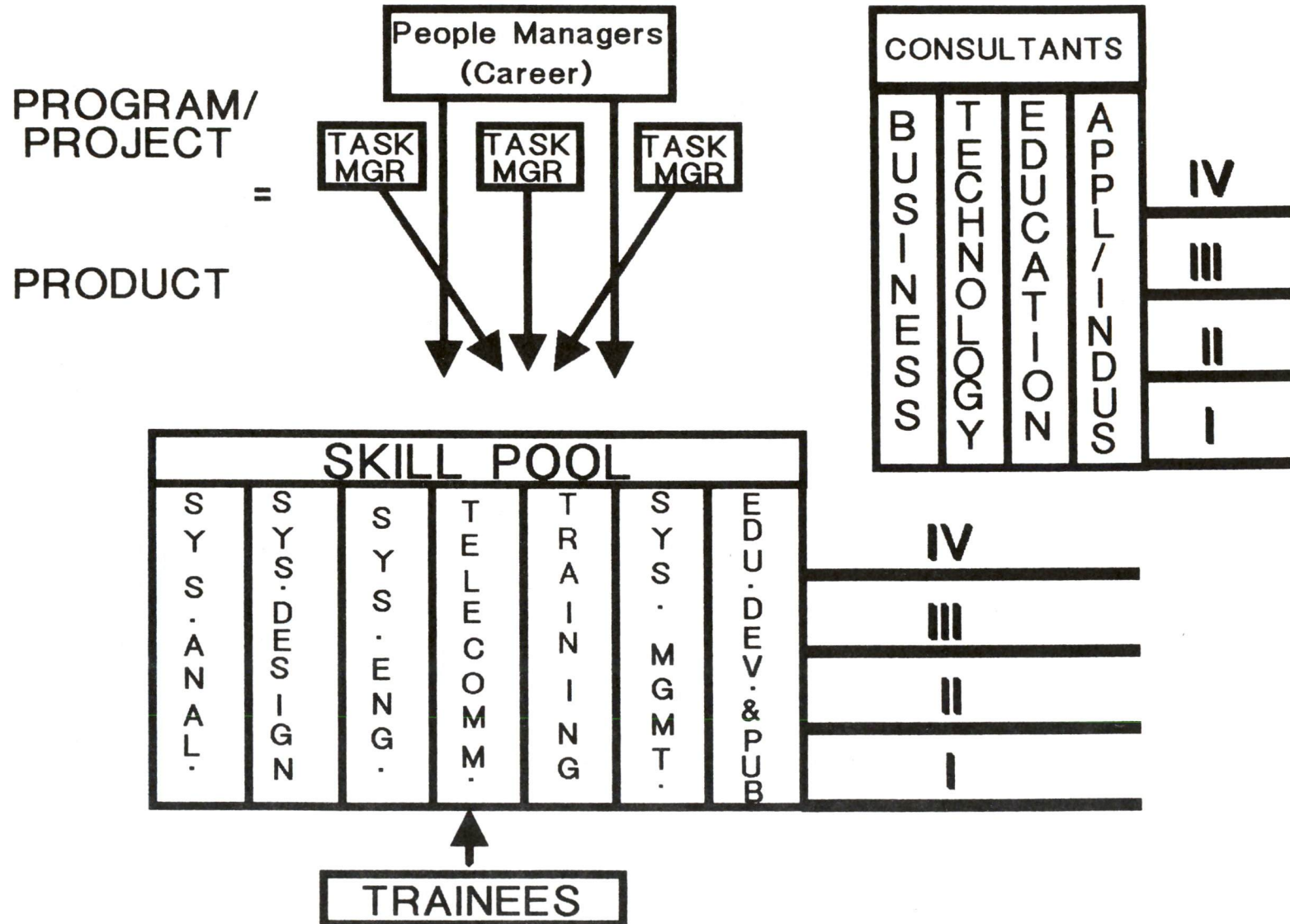
RESPONSIBILITY

(What does the job deliver)

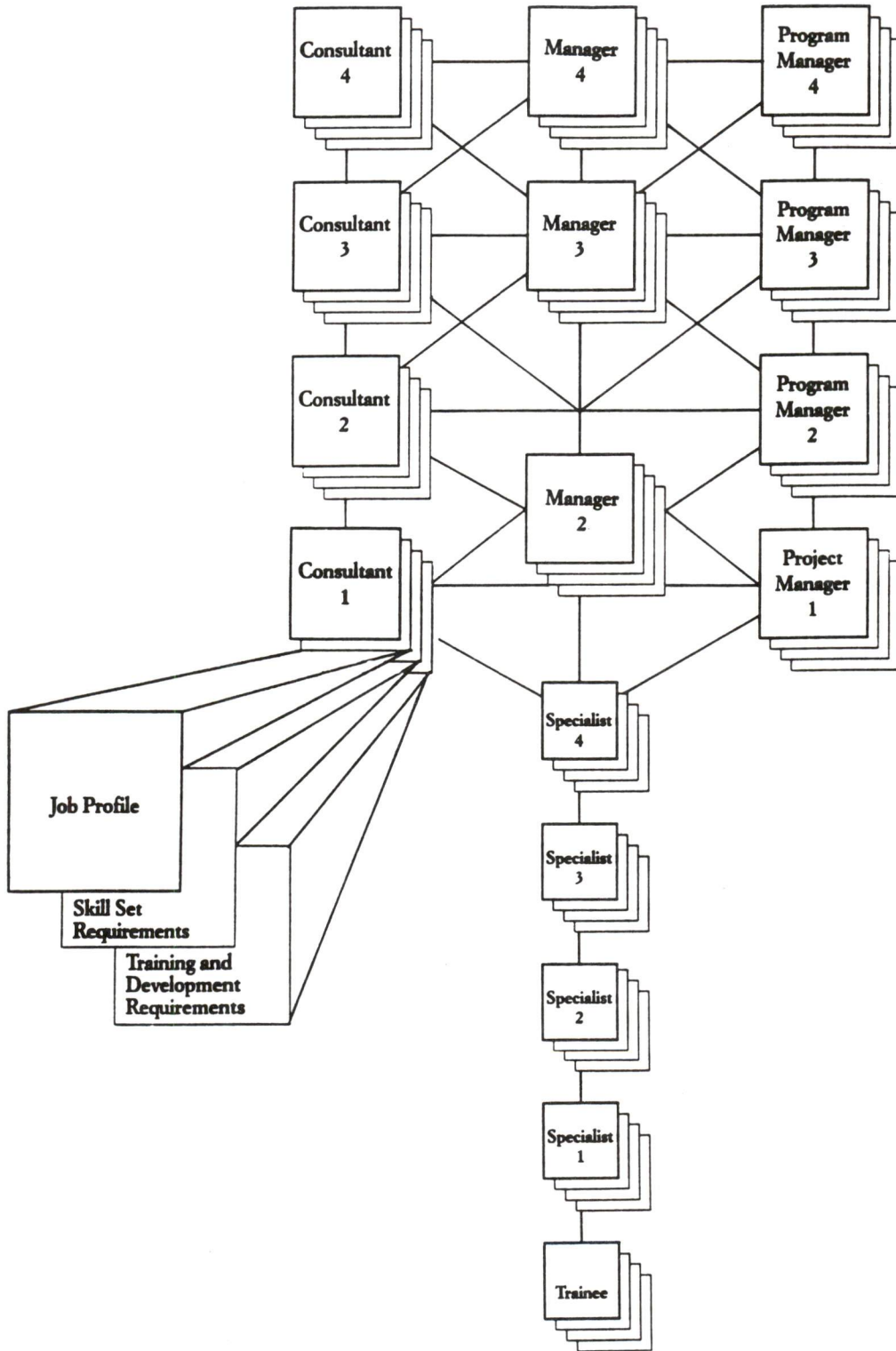


TASK MANAGER TARGET
ON RESULTS.

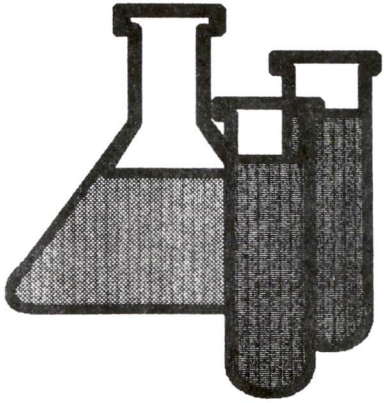
EIS Career Framework



Career Path Framework

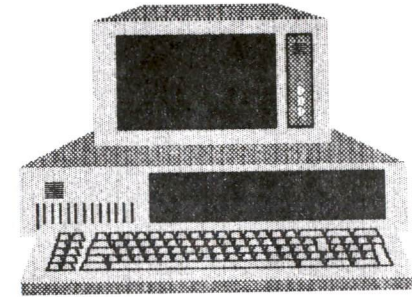


SPECIALISTS & ENGINEERS



Software Specialists

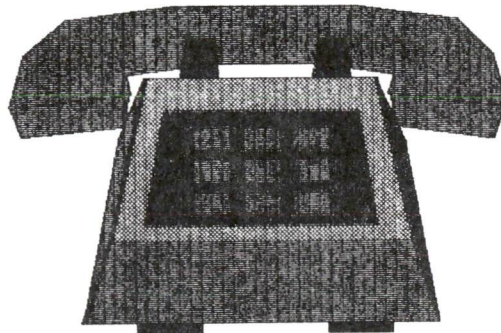
Educational Specialists



Information Systems Specialists

Engineers - Hardware & Software

Translators and Technical Writers



CUSTOMER PROGRAM MANAGERS

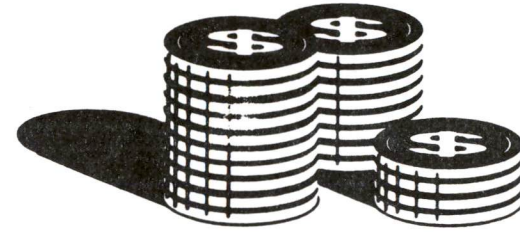
Customer Program Managers

Information Systems Program Managers

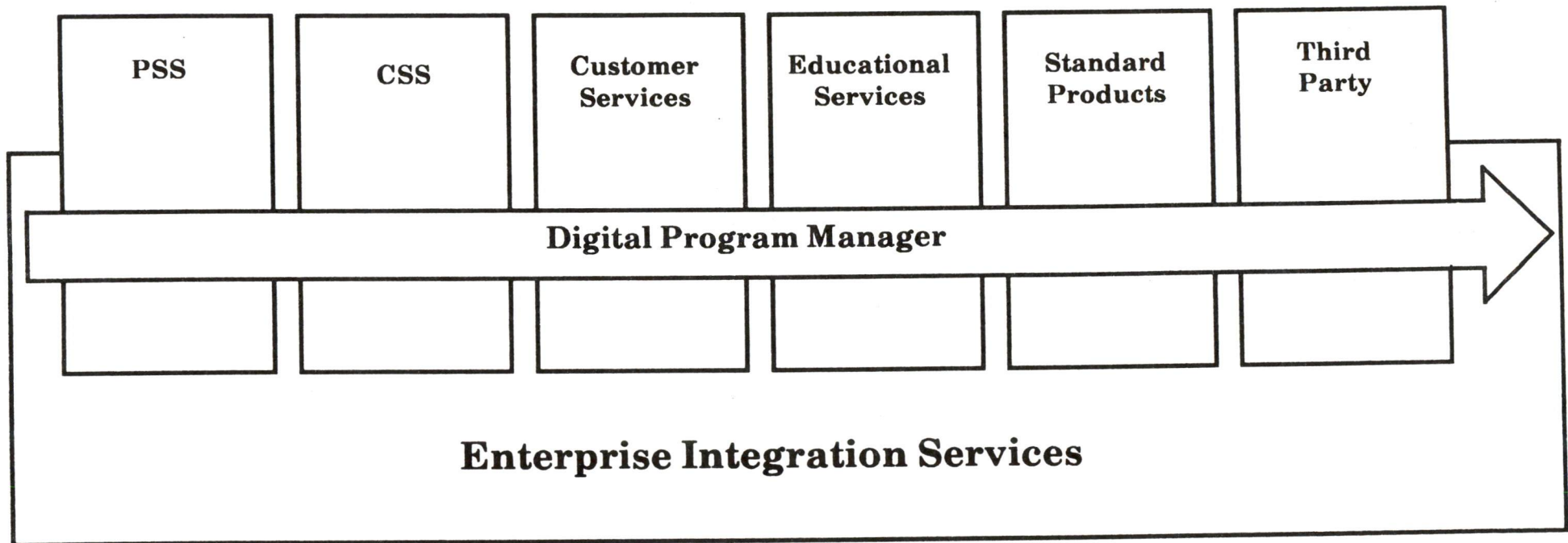
Systems Integration Program Manager

Project Managers

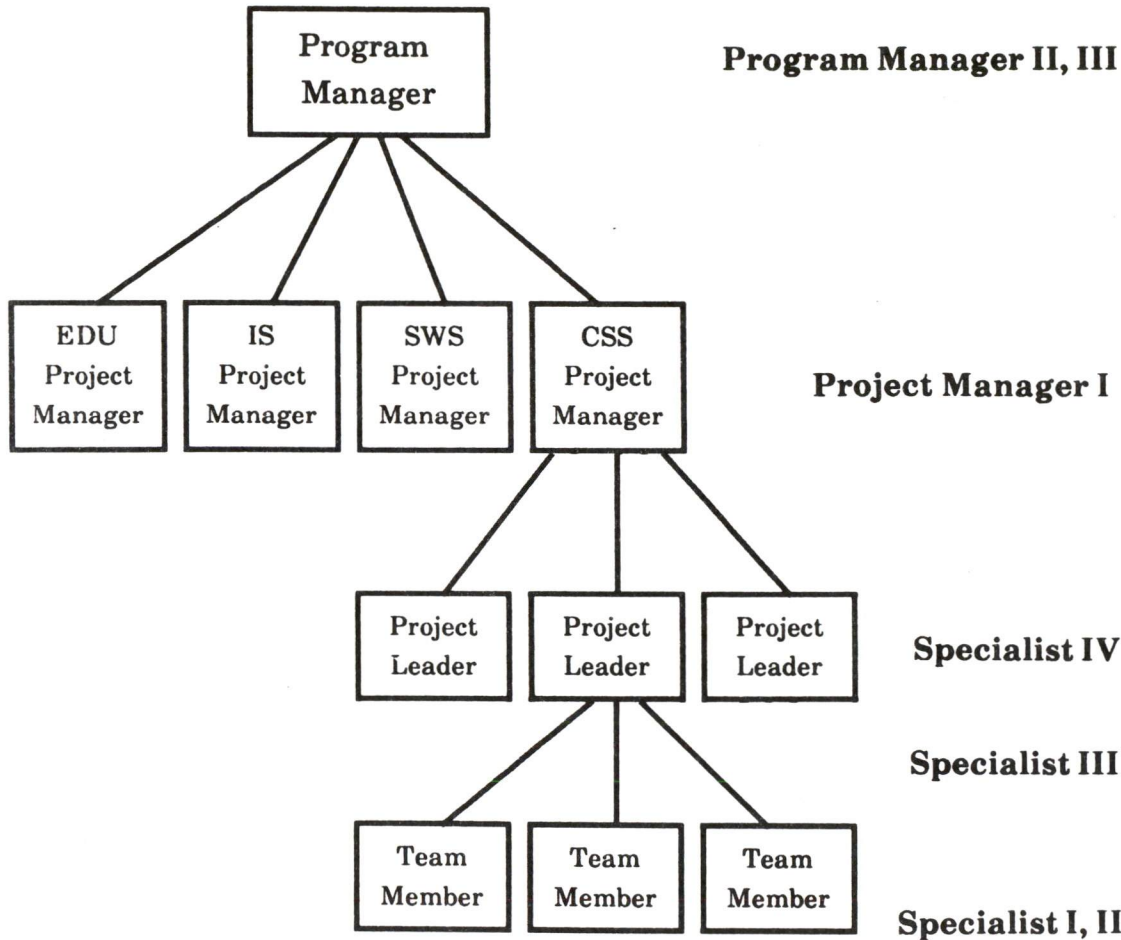
CSS Custom Product Managers



Program Manager's Responsibility to Integrate Functional Service Offerings and Third Party Activities



Program/Project Relationship



Characteristics

- Goal Oriented
- Long Term (2-5 years)
- Separate Organization Required (PMO)
- Systems Integration/High Risk (multiple technologies, vendors, etc.)
- Enterprise Level Applicability
- Multiple Projects
- Significant Revenue Potential (Greater than \$5M)

- Deliverable Oriented
- Midterm (1-3 years)
- Integrated, Customized Solution
- Multi-discipline, Multi-location
- Good Business Potential (less than \$5M)

- Task Oriented
- Short Term (3-18 months)
- Limited Solution (single function)
- Minimal Customization
- Single Location
- Business Potential (less than \$2M)

Large

Programs/
Projects

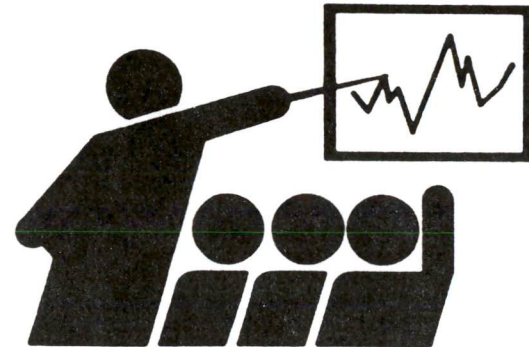
Small

MANAGERS

FIRST LEVEL Unit Managers & Managers of Programs, Products, Business and Support Resources

MIDDLE District Managers, Regional Staff Managers, Direct Reports to Area Staff Members

SENIOR GIAEISMC Members



Job Competency & Education Framework

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Operational Implementation

Management of Individual Contributors
Project Management
Operation Plan Implementation

Operational Planning

Operation Plan Development
Management of Supervisors
Cross-Functional Team Management
Program Management

Strategic Management

Reg./Ctry. Strategic Planning
Management of Managers
Global Account Management
Government/Industry Interfaces

1st Level Managers

Small Country Management
Teams, Dist. Managers, and
Other Managers of Managers

Reg./Large Country
Management Teams and
Area Equivilant

Performance & Career Management
Communications Skills
Employee Staffing
Improving Productivity
Basic Planning & Control
Finance Fundamentals
Team & Project Management
Customer Relations
Country, District Strategies
Employee Relations
DEC History and Values
Functional Applied Knowledge

Regional Environmental Trends
Program Management Methods
Cross-Functional Awareness &
Team Management
Strategic Customer Relations
Mid-Mgmt. Planning & Control
Market/Tech/Financial Analysis
Managing Change &
Productivity Improvement
Supervisor Development
DEC/GIA/Country Strategies
Information Systems
Managing Technology

Global Environmental Trends
Global Business Strategy Development
(Competitive Marketing, Technical,
Financial, Human Resources)
Global Account Management
Strategic Customer Relations
Cross-Organizational Awareness &
Team Management
Managing Organization Change &
Productivity Improvement
Integrated Information Systems
New Business Development
(Acquisitions, Joint Ventures, etc.)
Leadership
Management Development
DEC/GIA/Country Strategies

Basic Skills

Management Process

Direction Setting

CONSULTANTS

Solutions Consultants

Account Consultants

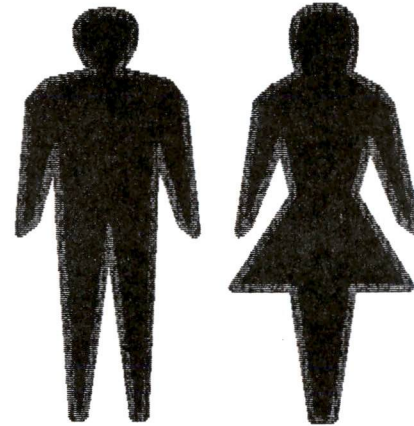
Management Consultants

Educational Consultants

Information Systems Consultants

Consultant Engineers

Human Systems Consultants

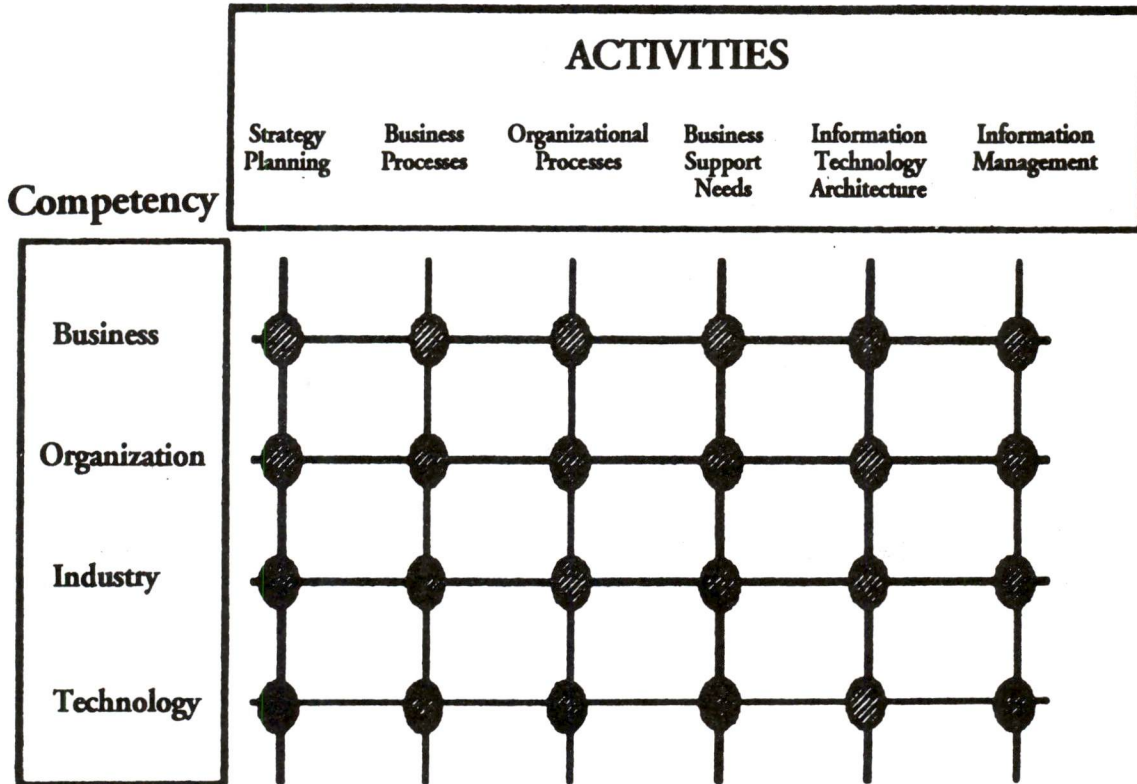


Summary: Enterprise Services Stages

	PLANNING	DESIGN	IMPLEMENTATION	MANAGEMENT
OUTCOME	Strategic Business Directions/Actions Requirements Critical Success Factors Readiness Assessment	Blueprint for Enterprise Integration Information/Solution Architectures Implementation Recommendations/Priorities	Successful integration on enterprise level Successful implementation of systems on the local level	Line management resumes full responsibility Structure to manage continuous improvement is in place
CLIENT MEMBERS	Top Management Senior Line/Staff members	Cross-enterprise Functional Management Technical & OD/HR Specialists	Local Senior Management Cross-functional Local Managers OD/HR Specialists	Local Line Management: Technical, Functional & Human Systems Technical & OD/HR Specialists Project Manager
DIGITAL MEMBERS	Management Consultants Organizational Consultants Industry Consultants	Management & Senior Design Consultants Organizational Consultants IS Consultants Industry/Technical Experts	Program/Project Manager Organizational Consultant IS Consultants Industry/Technical Experts PS Specialists	FS Experts SW Experts Account Managers
DIGITAL ROLE SERVICE	Strategic & Industry Consultation OD/HR Consultation Methods: CSF-I, CSF-T TOP Mapping BNA/OA&P Visioning Value Chain	Strategic & Industry Consultation Human Systems Consultation Methods: Enterprise Definition - (E-DEF) Organizational Assessment & Design RAMS BAM IDEF0, 1, 2 SSAD Simulation (Rapid Modeling)	Strategic & Industry Consultation Technical, OD & HR Consultation Methods: Digital Program Management	Strategic & Industry Consultation Ongoing Support Methods: Climate Surveys Quality Programs Performance Monitoring

Digital Management Consulting Program

Management Consulting Scope Grid



A representation of the unique activities, skills, knowledge and expertise which make up the totality of Digital's Management Consulting. These are not services to be delivered to customers. Any combination of the intersects could be required for a particular customer situation. The activities can be random over this grid and do not have to be sequential.

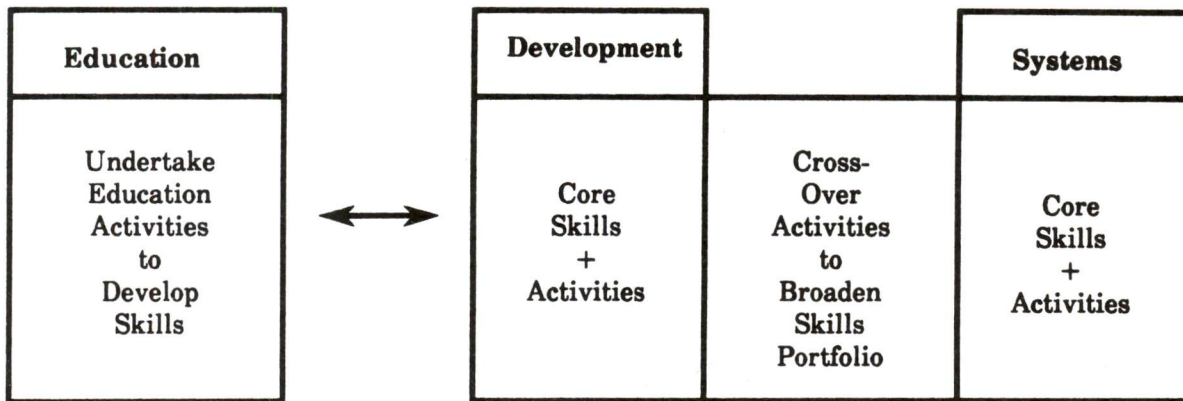
Digital Internal Use Only

Career Pathing/Development

To optimize the Career Development opportunities for individuals in EIS and to gain the planned benefits in the design of the EIS organization, developing a **BROADER** skills portfolio is seen as the key to success.

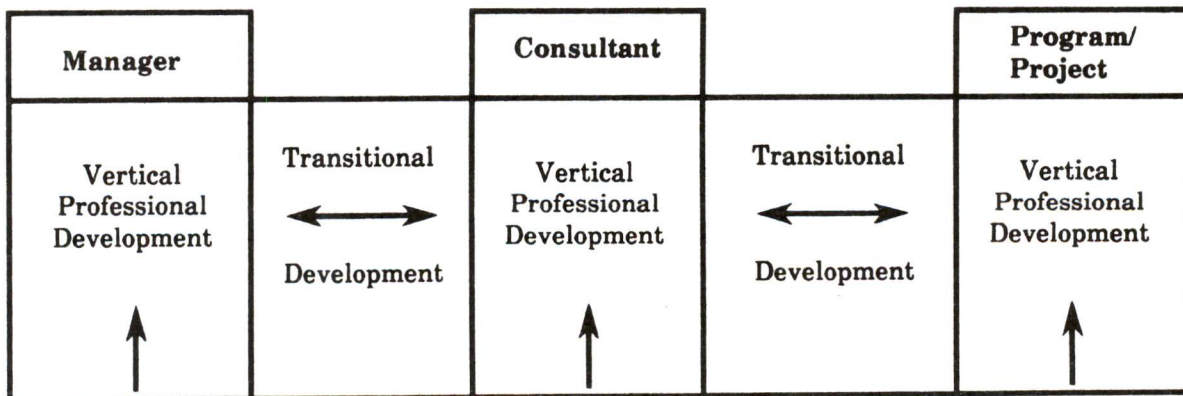
For the Specialists

Specialists will be encouraged to broaden their **Core Skills Portfolio**, by taking on activities in the other portfolios. In addition, all specialists should view the delivery of education as an opportunity to develop their skills and understanding of the education process.



For the Professions

The other non-management professions provide career development opportunities.



Managers should view the other Professions as Career Development Opportunities to broaden their professional skills and/or to develop to higher Management positions.

A non-Management Profession provides a vertical career path as professional skills are enhanced. A career path to the Management profession can also broaden opportunities to develop to higher positions.

The Coming Revolution



"The Computer is incredibly fast, accurate and stupid. People are unbelievably slow, inaccurate, and brilliant. The marriage of the two is a force beyond calculation"

Leo Cherne, Economist



EIS CAREER PATH COMMUNICATION STRATEGY

SHARE
OUR
VISION

Enterprise
Integration
Services

Sales

SELL

SOLVE

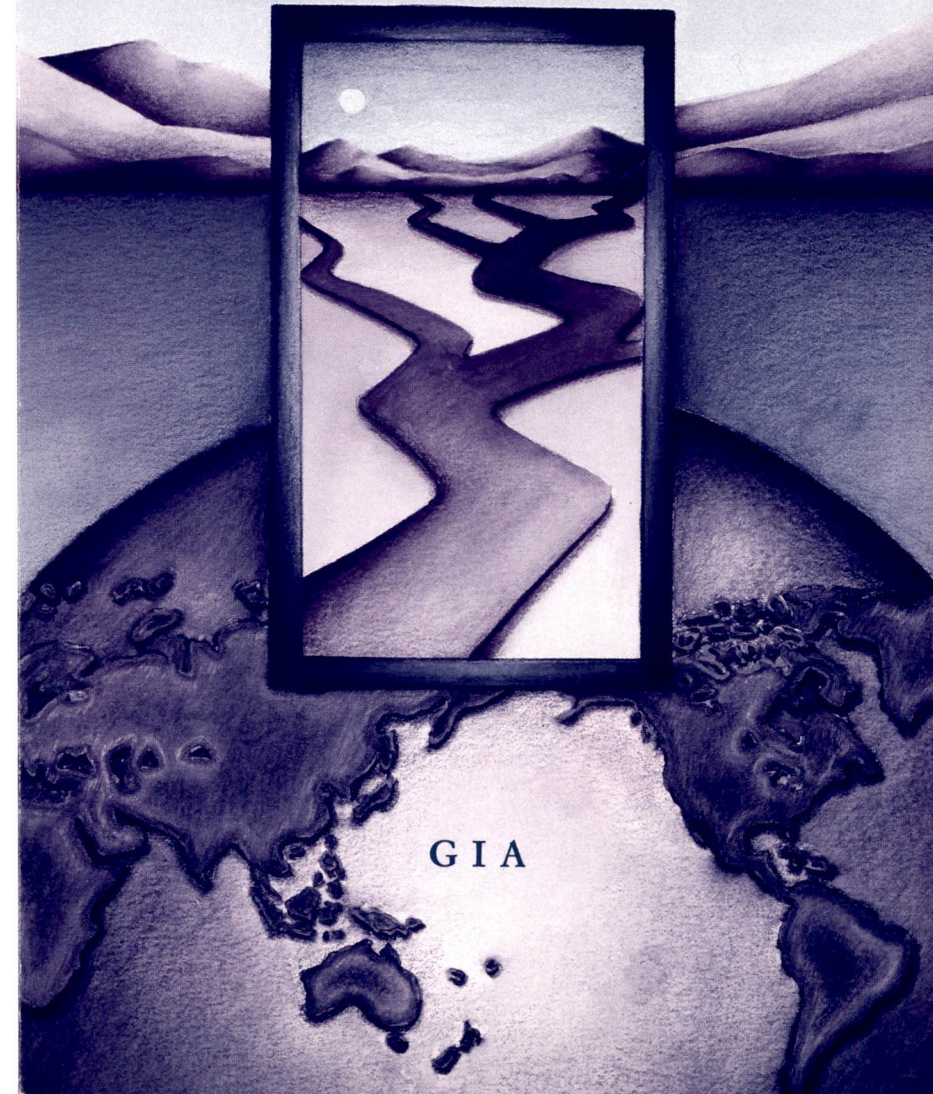
SERVICE

Customer
Service

digital™

Enterprise Integration Services
People, Careers, and Opportunities

digital



GIA



ANNOUNCING

*The
GIA
Enterprise
Integration
Services
Career
Guidebook*

The history of Digital has been one of accelerating change in the business we do and the way we do it. Our commitment to be a provider of total and complex solutions has created a need for new skills, new types of work, new ways of organizing ourselves and new jobs and career paths.

Why Create a Career Guidebook?

The Guidebook is intended to support and encourage—not replace—the ongoing process of manager-employee development and career planning. Specifically, it will:

- Clarify and communicate changes in jobs and career paths.
- Help all Enterprise Integration Services (EIS) professionals better understand current and future work opportunities.
- Assist managers and employees in their joint task of career development and planning.
- Explain the evolution of the EIS organization to other functions.

How Was It Accomplished?

The Career Guidebook was drawn from a variety of information sources—within GIA, from the U.S. Area, Europe and Corporate Professional Services. These

sources included job descriptions, career path documents, competency analyses, business plans, project/program management documentation and enterprise planning data. The model synthesizes and reflects the best of current thought and practice within Digital.

What Does It Contain?

The Guidebook focuses on four major families and provides a profile of the type of work, competency requirements, differences in experience and responsibilities of each. These families are

- Managers
- Customer Program/Project Managers
- Consultants
- Specialists and Engineers

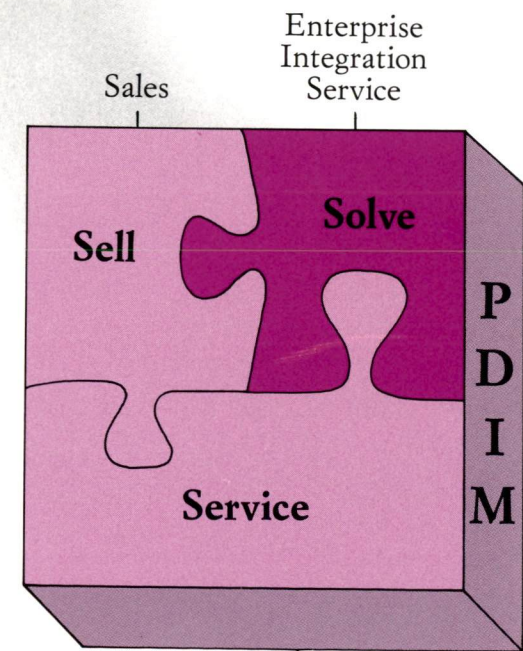
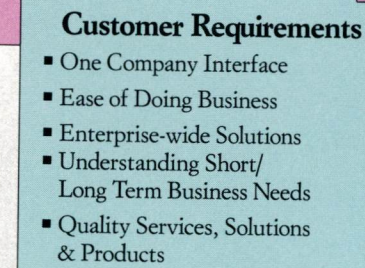
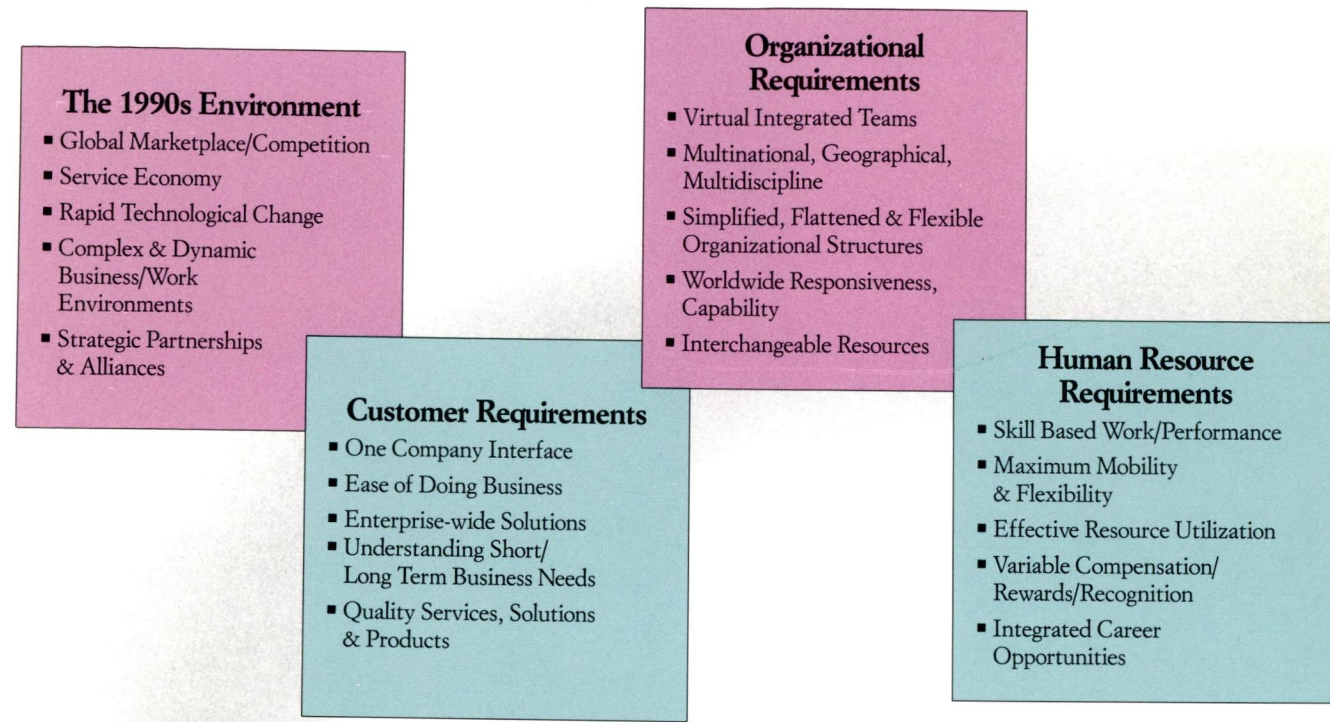
The great diversity within GIA may lead to some local variations in the implementation of the career path model. But the main features will apply across all GIA geographies.

Contact Your Manager to Find Out More!

*For Further Information Contact:
Marika Terlecky
GIA EIS Human Resources Manager @AKO
(DTN: 244-6587)*

The 1990s Challenge: "Matching People and Work Around Customer Needs"

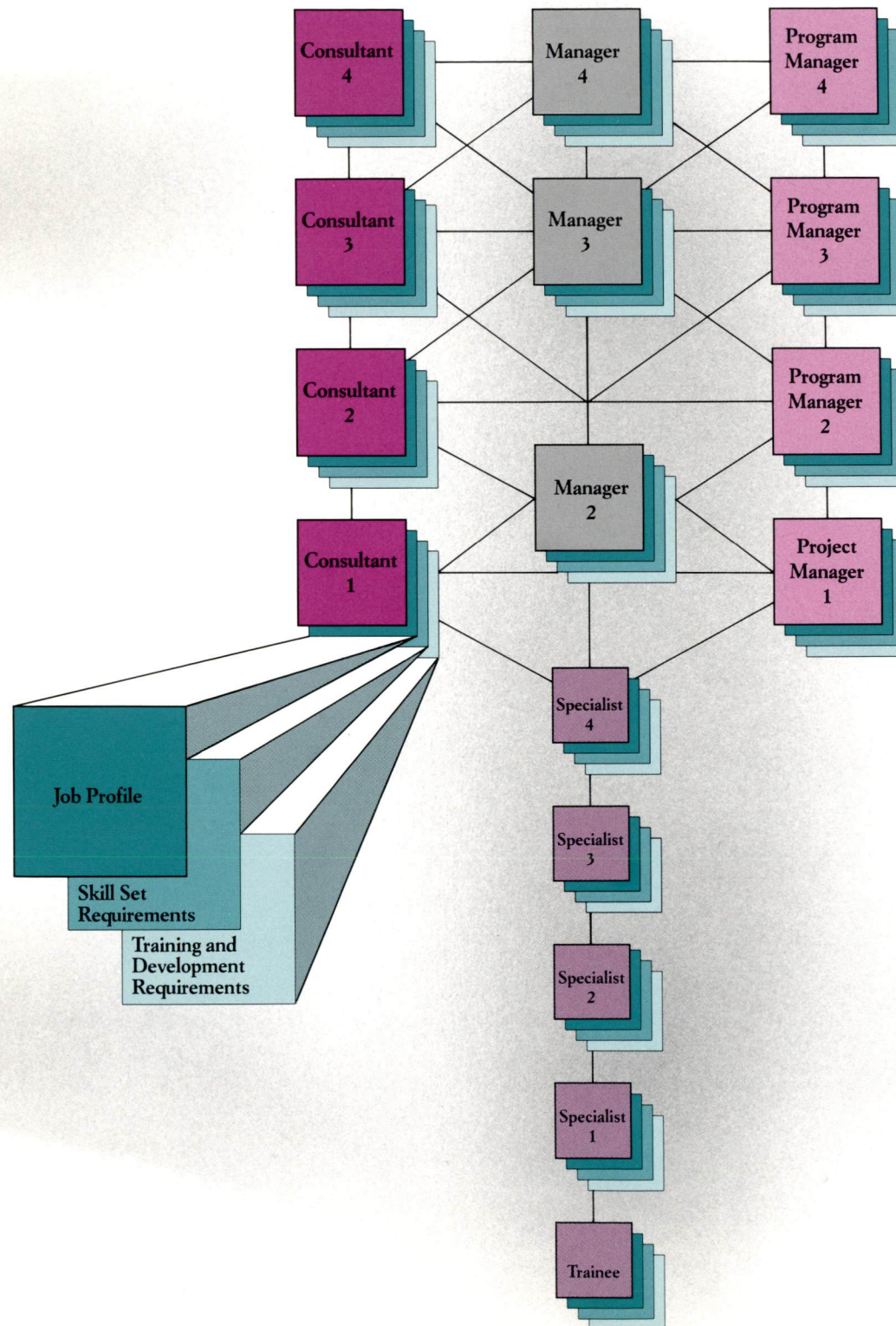
The EIS Human Resources Career Map



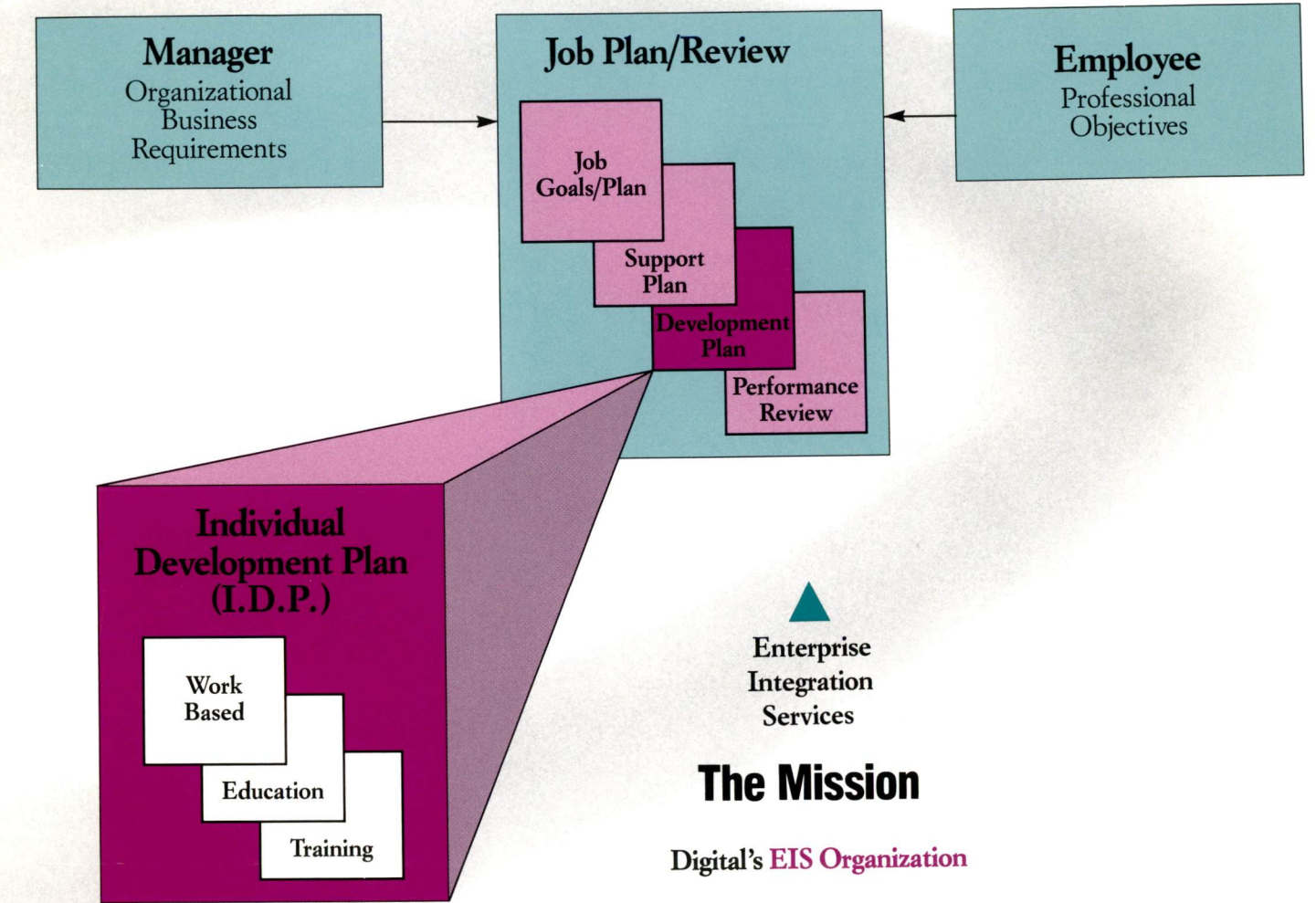
- P** Plan with customer for their enterprise
- D** Design optimum solution(s) for customer
- I** Implement solution(s) with a competitive advantage
- M** Manage maximum performance demands

digital™
GIA

Career Framework



Development Process



The Mission

Digital's **EIS Organization** provides our customers, and Digital itself, with the **highest quality solutions**—including systems integration, software, education, and information services—in a **global marketplace**. As a Systems Integrator, we can combine these elements into specifically **customized solutions** in line with **our clients' business goals** and management direction—and so contribute to the revenue, profit, and productive growth of Digital.