

## Classification criteria matrix

Criteria	Level 1	Level 2	Level 3	Level 4
<b>Knowledge</b> Training, experience and specific knowledge (technical, linguistic, ...)	<ul style="list-style-type: none"> <li>No academic background</li> <li>And/or no previous experience</li> </ul>	<ul style="list-style-type: none"> <li>Academic background (example: A level +2)</li> <li>And/or first professional experience required (example: up to 2 years)</li> </ul>	<ul style="list-style-type: none"> <li>Higher academic training (example: Bachelor)</li> <li>And/or significant professional experience (example: up to 5 years)</li> </ul>	<ul style="list-style-type: none"> <li>Higher academic training (example: Master)</li> <li>And/or confirmed professional experience (example: minimum 5 years)</li> </ul>
<b>Complexity</b> Diversity of tasks, analysis and solution of problems	<ul style="list-style-type: none"> <li>Standardised and homogeneous tasks</li> <li>Limited ability to analyse issues</li> </ul>	<ul style="list-style-type: none"> <li>Various tasks within a limited activity</li> <li>Ability to analyse and proactively evaluate solutions is required</li> </ul>	<ul style="list-style-type: none"> <li>Various tasks in different fields of activity</li> <li>Critical analysis of issues with solution-oriented recommendations is required</li> </ul>	<ul style="list-style-type: none"> <li>Diverse range of complex tasks</li> <li>In-depth analysis and search for continued improvement requiring the evaluation of unusual problems</li> </ul>
<b>Impact</b> Impact on the performances Capacity of judgment required for decision taking	<ul style="list-style-type: none"> <li>Limited impact on the performance of the department</li> <li>Limited impact on the decision process</li> </ul>	<ul style="list-style-type: none"> <li>Direct but limited impact on the performance of the department</li> <li>Advisory implication in the decision-taking process</li> </ul>	<ul style="list-style-type: none"> <li>Direct impact on the performance of the department</li> <li>Participation in the decision-taking process (recommendations are expected)</li> </ul>	<ul style="list-style-type: none"> <li>Direct impact on the performance of the department / line of work</li> <li>Active participation in the decision-taking process</li> </ul>
<b>Human relations</b> Interdepartmental collaboration and relational capacities, client service	<ul style="list-style-type: none"> <li>Collaboration with similar functions within the same department</li> <li>Limited to an exchange of information</li> <li>Little interaction with internal or external clients</li> </ul>	<ul style="list-style-type: none"> <li>Interaction with a restricted number of departments and internal contact with employees of the same level</li> <li>Exchange of information mainly, reasoning</li> <li>Adapting to the behaviour of different internal/external contact persons and different situations</li> </ul>	<ul style="list-style-type: none"> <li>Interaction with several departments and contact at different levels on more complex subjects</li> <li>Reasoning</li> <li>Solution-oriented work for internal/external clients</li> </ul>	<ul style="list-style-type: none"> <li>Interaction with numerous departments on complex and unusual subjects</li> <li>Negotiation, ability to influence and convince</li> <li>In-depth knowledge of the needs of internal/external clients and/or development of networking</li> </ul>
<b>Team management, coordination and expertise</b> Team leading, coordination and project management, level of expertise necessary for the function	<ul style="list-style-type: none"> <li>Functional supervision (example: holiday planning) of a small group (example: 1 to 3 persons), or</li> <li>Coordination of equivalent resources for short-term projects/tasks, or</li> <li>Provision of expertise by responding to questions in his field of work in order to resolve technical issues</li> </ul>	<ul style="list-style-type: none"> <li>Functional / organisational supervision (example: distribution of tasks) to a restricted number of persons (example: &gt;3), or</li> <li>Coordination of various resources for short-term projects/tasks, or</li> <li>Reference employee in his field of work by using his knowledge to solve issues or assist with projects which are not in his field of work. Takes over an advisory role.</li> </ul>	<ul style="list-style-type: none"> <li>Direct supervision of a small number of persons (example: &lt;5), or</li> <li>Coordination of various resources for mid-term complex projects/tasks, or</li> <li>Shows his capacity to understand / anticipate the implications of executed tasks and important evolutions in his field of expertise (supervision)</li> </ul>	<ul style="list-style-type: none"> <li>Direct supervision of a larger number of persons (example: &gt;5) and/or role of coach, or</li> <li>Coordination of various resources strategic long-term projects/tasks, or</li> <li>Shows his capacity to understand the implications of executed tasks and important / strategic evolutions in his field of expertise</li> </ul>