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HR Excellence
Center

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Technical Career Ladder

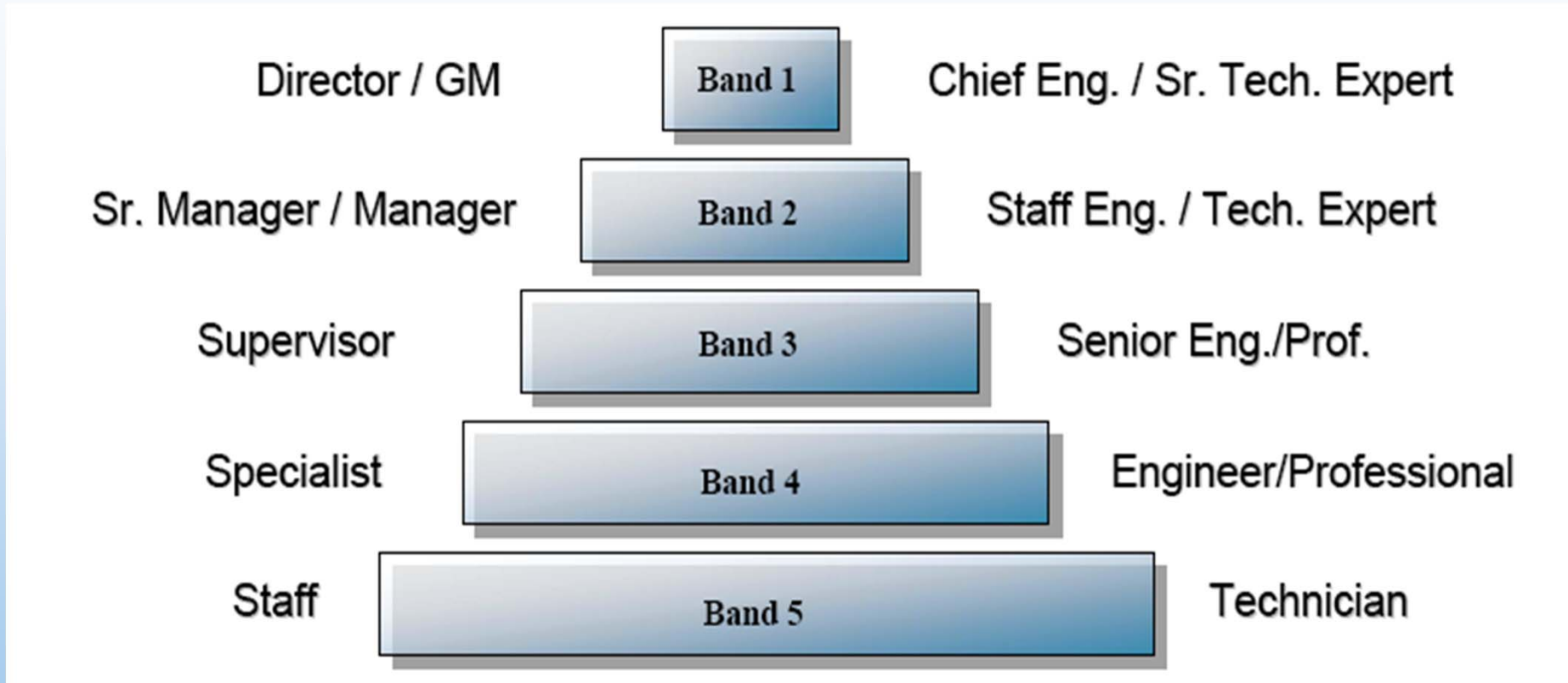


Why we need career ladder?



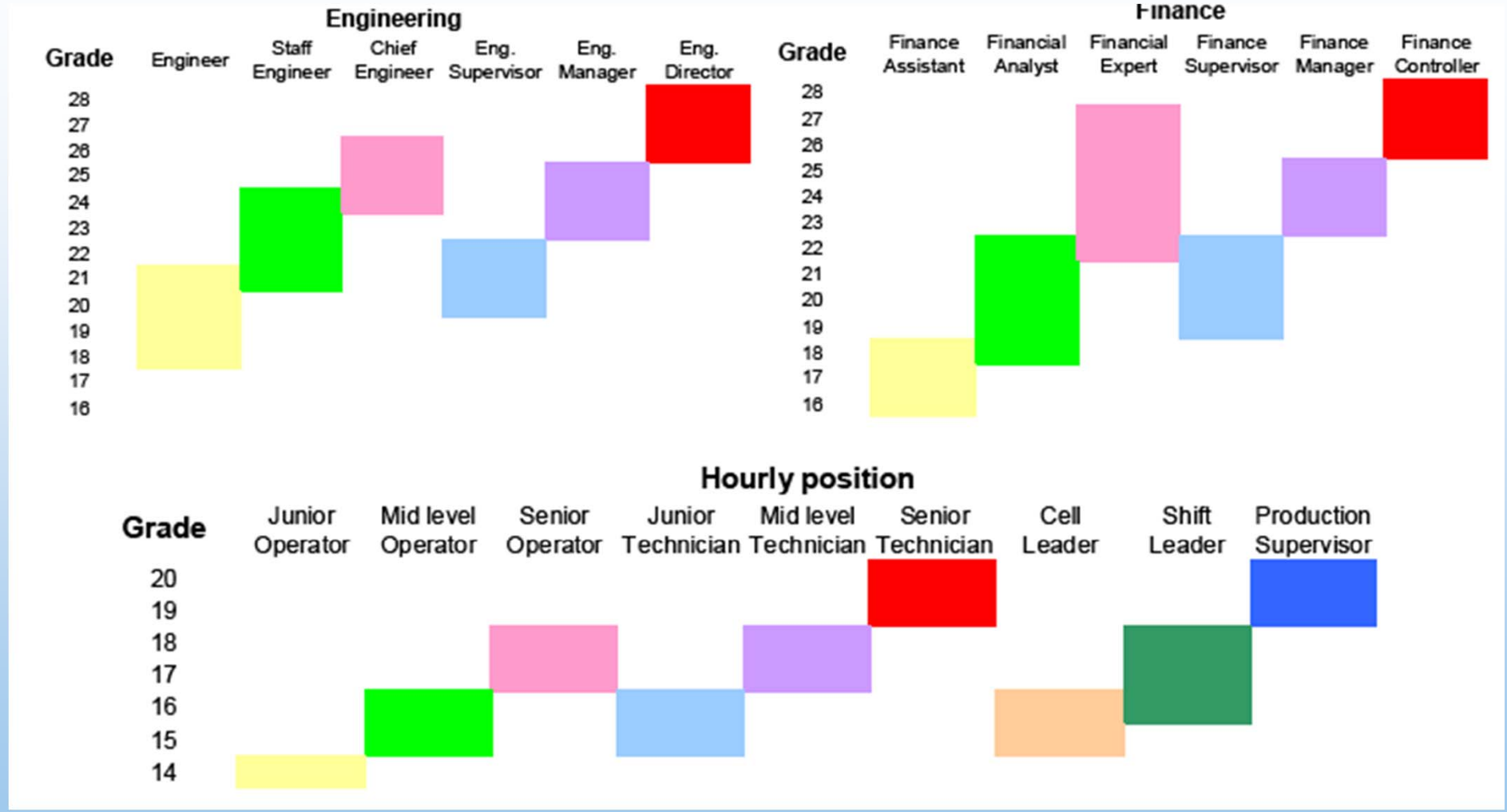
- Purpose
 - Build up a functional experience talent group to meet future business needs
 - Encourage employee to develop themselves on technical path, not fight for the only managerial position
- Objective
 - Create an internal talent pipeline within a healthy growing organization
 - Improve employee satisfaction and internal fill rate of non-MOP positions at 50% by 2025

Technical Career Ladder



Managerial Leadership vs. Technician / Professionalism

Professionalism on own career



Requirements by Grade Level

Exempt Individual Contributor

GRADE LEVEL	18/19	20/21	22/23	24/25	26
Knowledge & Skill	<ul style="list-style-type: none"> • Demonstrates basic engineering skills. • Working technical knowledge in one technical area. • Work is of good quality. • Shows consistent growth/improvement in areas of contribution. • Works on tasks of low to medium complexity, based on specifications developed by others. 	<ul style="list-style-type: none"> • Regarded as an expert in area of contribution. • Work has high quality consistent with the complexity and risk of assignment. • Shows consistent growth/improvement in area of expertise and its application. • Needs minimal assistance on medium to complex tasks. • Exhibits initiative/independence in finding ways to ramp up in new technical areas. 	<ul style="list-style-type: none"> • Regarded as the project-wide expert in area of contribution. • Has the vision and technical skills to relate technologies and business plans of own group and other group's projects. • Results are consistently high quality. • Actively seeks opportunities to contribute to the organization and gain new skills and experiences. • Aware of external technical advancements. • Contributions can either be across a broad technical range, or an in-depth contribution in a specific area. 	<ul style="list-style-type: none"> • Recognized technical authority and innovator in field of expertise. • Demonstrates integrated knowledge across a broad range of technologies. • Involved in technologies spanning multiple business lines. • Leads advancements in the state of the art technology. • Integrates critical information requiring expert knowledge in diverse fields. • Writes technical papers and/or patents. 	<ul style="list-style-type: none"> • Defines technical strategy in area of expertise. • Recognized by industry/academia as one of the experts in the field. • Proven ability to identify new technical opportunities that can significantly enhance Tenneco's capabilities. • Proposes new areas for development based on extremely advanced technical judgment and knowledge of Tenneco's interests. • Publishes technical documents and publications (Internal/external, invited papers).
Problem Solving	<ul style="list-style-type: none"> • Identifies, quantifies and flags problems. Actively seeks appropriate guidance to overcome roadblocks/issues. • Proposes viable solutions to problems and analyzes options with stakeholders. • Investigates and overcomes challenges through creative methods, principals and practices. 	<ul style="list-style-type: none"> • Identifies, quantifies and flags problems at a team level. • Proactively generates possible solutions to problems; drives solutions across the project. • Crisply identifies problem statement and develops a phase solution plan. • May contribute to project-level productivity enhancements. • Correctly implements technical solutions of a project/task involving a small team of engineers. 	<ul style="list-style-type: none"> • Anticipates problems at a project level. • Understands and seizes opportunities critical for program's success at a project level. • Drives decision-making processes and content for complex/high-impact technical decisions across the project and division. • Uses wide network of technical experts to solve complex problems. • Solutions are not constrained by existing known methods. 	<ul style="list-style-type: none"> • Identifies environmental shifts and drives necessary changes through own and other organization. • Develops and analyzes product line plans based on technical and business insight. • Solves problems involving multiple disciplines, and complex interactions and interdependencies. 	<ul style="list-style-type: none"> • Identifies environmental shifts that necessitate change and drives the change through Tenneco. • Focuses on achieving the optimal solution for Tenneco and including the long-term strategic direction.
Impact Organization Result	<ul style="list-style-type: none"> • Sought by project peer to supply specific information on current product/project responsibility. 	<ul style="list-style-type: none"> • Influences tactical business issues that impact the entire team. • Decisions frequently affect the performance and success of the project. 	<ul style="list-style-type: none"> • Has technical credibility and influence within other divisions. • Decisions frequently affect the performance of the division, and its future business success. 	<ul style="list-style-type: none"> • Recognized as authority in areas of expertise. Technical resource to top management and external spokesperson for the organization. • Decisions significantly affect the division's future business success as well as its ability to meet long-term objectives. 	<ul style="list-style-type: none"> • Top technical consultant for the company. • Influences company technology roadmap • Decisions significantly affect the organization's future business success as well as Tenneco's reputation, business posture and ability to meet its long-term objectives.

Requirements by Grade Level

Exempt Individual Contributor

GRADE LEVEL	18/19		20/21		22/23		24/25	26
Scope of Responsibility	<ul style="list-style-type: none"> Portion of a product; Tracks progress against schedule. Executes to schedule on assigned work with attention to detail. Clearly communicates work/schedule to supervisor. 		<ul style="list-style-type: none"> Product; Project Methods; Develops own plans / schedule; can organize and schedule group tasks. Performs proper scoping of tasks and risk assessment. Provides guidance to the project/team in area of expertise. Produces clear technical documents and training materials. May lead or act as primary reviewer during design/project reviews. 		<ul style="list-style-type: none"> Multiple products; Plans/schedules at project level. Provides technical direction/planning support to the team. Performs proper scoping of tasks and detailed planning of work, including risk assessment. Develops and delivers formal training to team members within the scope of the project or beyond. Lead a project or a technical workforce. 		<ul style="list-style-type: none"> Group product line or technology; Able to develop product line plans based on insight/vision. Forecasts possible business / project opportunities and internal responses to the overall success of the organization. Plans and helps execute complex technical programs. Mentor, train, and coach senior engineers and management throughout the organization. Leads multiple teams; provides leadership at the group level 	<ul style="list-style-type: none"> Multiple product lines or technologies; Skilled at analyzing new product advancements from a technical and business point of view. Able to develop company wide plans based on insight/vision. Plans/maps complex, interdisciplinary technical and business issues. Expected to guide or lead Tenneco in new technical directions. Mentor/Coach for other technical contributors, including those from other groups. Provides leadership at the Group level
Communication & Interpersonal	<ul style="list-style-type: none"> Clearly communicates work and ideas to team members and supervisor. Freely and proactively shares knowledge with others. 		<ul style="list-style-type: none"> Uses relationships and analysis of data to gain support for proposals. Interacts with senior internal and external personnel to get updated information, answers, or advice to shorten own learning curve. 		<ul style="list-style-type: none"> Uses relationships and data to gain support while anticipating political and other environmental obstacles. Effectively sells/promotes ideas. Networks outside the organization to include interactions with internal and external contacts. 		<ul style="list-style-type: none"> Uses productive interpersonal relationships within Tenneco and the industry to create value from mutual opportunities and anticipate and confront problems. Regularly interfaces with critical internal and external organizations, vendors, customers, and engineering community to build new business, line up support, and sell ideas. 	<ul style="list-style-type: none"> May represent Tenneco as a technical advisor or spokesperson on external activities. Invited participation in technical activities of professional societies/conferences. Significant involvement in multi-divisional or corporate task forces.
Minimum Qualification Guidelines	BS & 0+ years	BS & 2+ years or MS & 0+ years	BS & 4+ years or MS & 2+ years or PhD & 0+ years	BS & 5+ years or MS & 3+ years or PhD & 1+ years	BS & 6+ years or MS & 4+ years or PhD & 2+ years	BS & 8+ years or MS & 6+ years or PhD & 4+ years	<ul style="list-style-type: none"> Job function is primarily technical at the time of nomination. Appointment approved by committee. Sufficient length of service or industry experience to thoroughly understand Tenneco's environment and needs. 	

Execution guideline



- Separate review in every Oct.
- 3 years on current level as threshold
- Proposal according to individual performance
- Good PA result is a plus
- Oversea training or other special achievements are nice to have

Thank you !