Fast Cat Compensation Plan

Phase 1

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Introduction:

FastCat is a private company that was founded and is based in Minnesota. FastCat specializes in making medical software for small to medium sized medical facilities. FastCat has grown to 200 employees and has a net income of $8.9 million. This company originally entered their current market because they were underserved by larger companies such as IBM and Oracle. FastCat is currently looking for ways to stay afloat and not let huge companies like those mentioned above take them out of business. FastCat is looking to become more innovative in order to increase revenue growth and attract new customers and retain current customers. This will help the company stay in competition with the larger medical software companies who are looking to take over their market. Our consulting firm will create a compensation system that will help FastCat achieve its goals by increasing employee motivation. Our new compensation system will be simple and easy for employees to understand why and how they get paid for their work. It will also pay employees for innovation and creativity; something that FastCat is looking for and employees aren¢t currently being paid for under the current system. If the employees are aware of how they will be compensated and are more motivated, then this should lead to greater customer satisfaction and more new customers which can lead to a growth in revenue and profit. Our team will work diligently to provide FastCat with a compensation system that is well-aligned with their organizational strategy.

Objectives and Strategy Recommendations:

Our consulting firm¢s objective for FastCat¢s compensation system is to makes sure that it increases employee¢s contributions by rewarding them for innovation. Another objective of the compensation system is to increase employee motivation so that customer satisfaction will

improve and so employees can reach new customers as well. Overall, the pay structure will be evaluated by doing the following:

- promoting innovation

- promoting teamwork

- making employees informed of how they are paid

- targeting new customers

- increasing growth and revenue

- increasing customer satisfaction

Pay Model:

Policies	Techniques	Objectives
- Internal Alignment - Competitiveness - Contributions - Management	- Encourages innovation, growth - Competitive wages/benefits in market - Acknowledge team work and contributions - Compensation is clearly defined, appeals process established	- Efficiency - Performance - Quality - Customer and Stockholder - Cost - Fairness - Compliance - Ethics

Appeals Process:

An appeals process should be used when employees have issues about their compensation. This can be if they do not understand why their pay is what it is, do not agree with what they get paid, take issue with how they get paid, or any other aspect of their compensation. The follow steps are included in the appeals process for FastCat:

Step 1- If an employee has an issue with their compensation, they can make it known by talking directly to their direct supervisor about it via email or in person. Employees must make sure to avoid talking to anyone over their direct supervisor or under their direct supervisor (such as subordinates or co-workers who are on the same level as the employee). The employee must make sure that the issue is clearly stated.

Step 2- Before the actual meeting, both the employee and supervisor must review the company's compensation policy. This is done so that the employee may get a better sense of their issue or they may be able to answer their own question about their compensation issue. The supervisor must do this so that they can be armed with basic knowledge of the compensation plan so that they can be knowledgeable of the employee's issues ahead of time.

Step 3- If the during the meeting, the supervisor agrees with the employee's issue and believes that change should be made, both the employee and supervisor must set up a meeting with the Human Resources Manager and state their issue and explain why a change should be made to the compensation system.

Step 4- If during the meeting, the supervisor is able to solve the employee's issues then this can be put on the employee's record; if the supervisor isn't able to solve the employee's issues then the employee can report to the HR manager.

all email correspondences and records should be kept on file

Compensable Factors

Technical Skills	
Degree	**Description of Characteristics**
1	Understand how to use a computer and basic programs such as word, excel, power point.
2	Able to maneuver through new programs quickly.
3	Being able to comprehend basic programming language such as C, C++, and Java.
4	Proven proficiency writing new programs.
5	Expertise in programming, creating software, teaching others, able to debug CPU issues.

Education	
Degree	**Description of Characteristics**
1	High school diploma, or equivalent
2	Certification in relevant field of work.
3	Bachelor's degree
4	Master's degree
5	PhD

Communication	
Degree	Description of Characteristics
1	Shows basic writing and interpersonal skills.
2	Displays clear and concise communication with others.
3	Able to understand other when engaged in conversation. Shows signs of emotional intelligence.
4	Efficiently articulate ideas and knowledge
5	Professionally interact with others, grammatically correct, efficient in all communications

Critical Thinking	
Degree	Description of Characteristics
1	Proven ability to solve simple issues.
2	Able to solve moderate issues with minimal guidance.
3	Able to find feasible alternatives to problems.
4	Being able to come up with solutions to multiple problems
5	Able to align alternatives with organization strategy and solve advanced problems

Innovation	
Degree	**Description of Characteristics**
1	Rarely provides new ideas or solutions to the organization. Does not feel comfortable sharing new ideas.
2	Able to assist in the formation of new ideas.
3	Regularly comes up with new ideas.
4	Frequently consulted with potential new ideas
5	Always thinking outside of box and finding new ways and consistently finding new improvements to methods and products

Explanation of Compensable Factors

As a group we decide on 5 compensable factors that we find most important to focus on when reviewing the value of a job. These compensable factors are characteristics that we as a company are willing to pay to have. These compensable factors include Innovation, Critical Thinking, Communication, Education, and Technical Skills.

These compensable factors are all important to our companies overall strategies. However the amount of value that we put on each compensable factor is determined by the type of job we are evaluating.

Being a technical company it is important that each job in our organization is matched with the appropriate amount of skill to perform at a high level in their position. For example we will be willing to pay and seek a Software Engineer that would rank in the 5th degree of technical skills. We want to make sure that since this position demands such a high level of technical

ability that we match the position with an individual that meets or exceeds these 5th degree requirements. While on the other hand we may look for someone who ranks at the 2nd degree to fill the position of Administrative Aide. This is because an administrative Aide can be affective with only having the skills to comfortably maneuver through simple programs. It is important to FastCat that employees are placed in the organization based on job specific technical requirement so that we can maintain ground between the competitions.

At FastCat innovation is the driving force for our business. The entire existence of our company is based on the ability to find new ways to bring value to niche market. In order to do this we must compensate our employees based on their ability to bring new ideas to the company. This compensable factor is weighed highly because innovation is the key to success for FastCat's future. For almost all of our position we will require a high degree of proven innovative behavior. Although there may be positions that do not require much innovative thought, our ideal employee would be one who is always thinking out side of the box and can be leaned on to provide new ideas.

Critical thinking is essential to being a valuable commodity at most job levels. This refers to the degree that someone can handle issues that occur in the business world. At FastCat we are looking for a workforce who can see the big picture through all issues. This means that they can not only solve the issue at hand but they can do so in a manner that reflects the company's organizational strategies. Proven ability to think critically is a skill that we must pay for in order to have an edge on competition.

Another compensational factor that FastCat is willing to pay for is education. Education is a reliable reflection of skills and knowledge that we can break down by level. A High School

diploma tells that a person can read and write as well as solve simple problems. Whereas having a PhD tells that an individual is professional and has immense knowledge of their field of study. Compensation will vary per job based on the level of education required.

The final compensational factor is communication. The level of communication that is required in a job will directly affect compensation. A position where a high level of interaction and emotional intelligence are required will result in higher pay. In this business it is important that communication between agents of the company and physicians (Customers) are treated with care. If customers are not communicated with properly they may be driven to go to the competition in order to receive better customer service. Building relations through affective communication is a good way to create a solid customer base that is willing to pay a premium for our product.

Internal Structure

Factors	Degree (1-5)	Weight	Total
Technical Skills	2	20%	40
Education	1	15%	15
Communication	4	20%	80
Critical Thinking	3	15%	45
Innovation	1	30%	30
Total			210

Administrative Assistant II			
Factors	Degree (1-5)	Weight	Total
Technical Skills	3	20%	60
Education	2	15%	30
Communication	3	20%	60
Critical Thinking	4	15%	60
Innovation	1	30%	30
Total			240

Administrative Leader			
Factors	**Degree (1-5)**	**Weight**	**Total**
Technical Skills	3	20%	60
Education	3	15%	45
Communication	4	20%	80
Critical Thinking	3	15%	45
Innovation	3	30%	90
Total			320

Client Account Leader			
Factors	**Degree (1-5)**	**Weight**	**Total**
Technical Skills	4	20%	80
Education	3	15%	45
Communication	5	20%	100
Critical Thinking	5	15%	75
Innovation	4	30%	120
Total			420

Client Liaison			
Factors	**Degree (1-5)**	**Weight**	**Total**
Technical Skills	3	20%	60
Education	2	15%	30
Communication	4	20%	80
Critical Thinking	2	15%	30
Innovation	2	30%	60
Total			260

Graphic Designer			
Factors	**Degree (1-5)**	**Weight**	**Total**
Technical Skills	3	20%	60
Education	1	15%	15
Communication	2	20%	40
Critical Thinking	3	15%	45
Innovation	3	30%	90
Total			250

Implementation Consultant			
Factors	**Degree (1-5)**	**Weight**	**Total**
Technical Skills	4	20%	80
Education	3	15%	45
Communication	4	20%	80
Critical Thinking	3	15%	45
Innovation	2	30%	60
Total			310

Marketing Services Representative			
Factors	**Degree (1-5)**	**Weight**	**Total**
Technical Skills	2	20%	40
Education	3	15%	45
Communication	4	20%	80
Critical Thinking	4	15%	60
Innovation	3	30%	90
Total			315

Marketing Support			
Factors	**Degree (1-5)**	**Weight**	**Total**
Technical Skills	2	20%	40
Education	3	15%	45
Communication	2	20%	40
Critical Thinking	3	15%	45
Innovation	1	30%	30
Total			200

Programmer Analyst			
Factors	**Degree (1-5)**	**Weight**	**Total**
Technical Skills	5	20%	100
Education	3	15%	45
Communication	2	20%	40
Critical Thinking	2	15%	30
Innovation	2	30%	60
Total			275

Project Leader			
Factors	**Degree (1-5)**	**Weight**	**Total**
Technical Skills	5	20%	100
Education	3	15%	45
Communication	3	20%	60
Critical Thinking	4	15%	60
Innovation	5	30%	150
Total			415

Project Support Assistant			
Factors	**Degree (1-5)**	**Weight**	**Total**
Technical Skills	2	20%	40
Education	1	15%	15
Communication	5	20%	100
Critical Thinking	2	15%	30
Innovation	1	30%	30
Total			215

Quality Assurance Analyst			
Factors	**Degree (1-5)**	**Weight**	**Total**
Technical Skills	5	20%	100
Education	3	15%	45
Communication	4	20%	80
Critical Thinking	4	15%	60
Innovation	2	30%	60
Total			345

Quality Assurance Analyst A			
Factors	**Degree (1-5)**	**Weight**	**Total**
Technical Skills	5	20%	100
Education	3	15%	45
Communication	4	20%	80
Critical Thinking	5	15%	75
Innovation	2	30%	60
Total			360

Senior Fellow			
Factors	Degree (1-5)	Weight	Total
Technical Skills	5	20%	100
Education	5	15%	75
Communication	4	20%	80
Critical Thinking	4	15%	60
Innovation	4	30%	120
Total			435

Senior Quality Assurance Technician			
Factors	Degree (1-5)	Weight	Total
Technical Skills	5	20%	100
Education	3	15%	45
Communication	4	20%	80
Critical Thinking	2	15%	30
Innovation	4	30%	120
Total			375

Software Engineer			
Factors	Degree (1-5)	Weight	Total
Technical Skills	4	20%	80
Education	3	15%	45
Communication	4	20%	80
Critical Thinking	2	15%	30
Innovation	2	30%	60
Total			295

Software Solutions Consultant			
Factors	Degree (1-5)	Weight	Total
Technical Skills	3	20%	60
Education	3	15%	45
Communication	2	20%	40
Critical Thinking	5	15%	75
Innovation	2	30%	60
Total			280

Software User Interface Architect

Factors	Degree (1-5)	Weight	Total
Technical Skills	5	20%	100
Education	3	15%	45
Communication	3	20%	60
Critical Thinking	5	15%	75
Innovation	4	30%	120
Total			400

Technician

Factors	Degree (1-5)	Weight	Total
Technical Skills	3	20%	60
Education	1	15%	15
Communication	4	20%	80
Critical Thinking	4	15%	60
Innovation	3	30%	90
Total			305

Training Assistant

Factors	Degree (1-5)	Weight	Total
Technical Skills	3	20%	60
Education	3	15%	45
Communication	5	20%	100
Critical Thinking	3	15%	45
Innovation	2	30%	60
Total			310

Travel Coordinator

Factors	Degree (1-5)	Weight	Total
Technical Skills	1	20%	20
Education	1	15%	15
Communication	3	20%	60
Critical Thinking	5	15%	75
Innovation	1	30%	30
Total			200

User Interface Designer			
Factors	**Degree (1-5)**	**Weight**	**Total**
Technical Skills	4	20%	80
Education	3	15%	45
Communication	4	20%	80
Critical Thinking	2	15%	30
Innovation	5	30%	150
Total			385

Visionary Champion			
Factors	**Degree (1-5)**	**Weight**	**Total**
Technical Skills	2	20%	40
Education	3	15%	45
Communication	4	20%	80
Critical Thinking	3	15%	45
Innovation	4	30%	120
Total			330

Factors	**1st Degree**	**2nd Degree**	**3rd Degree**	**4th Degree**	**5th Degree**
Technical Skills	20	40	60	80	100
Education	15	30	45	60	75
Communication	20	40	60	80	100
Critical Thinking	15	30	45	60	75
Innovation	30	60	90	120	150
Total					500

Job Analysis Breakdown

Administrative Aide (210 points)

- Technical Skills: 2nd degree (40 points)

- Education: 1st degree (15 points)

- Communication: 4th degree (80 points)

- Critical Thinking: 3rd degree (45 points)

- Innovation: 1st degree (30 points)

Administrative Assistant II (240 points)

- Technical Skills: 3rd degree (60 points)

- Education: 2nd degree (30 points)

- Communication: 3rd degree (60 points)

- Critical Thinking: 4th degree (60 points)

- Innovation: 1st degree (30 points)

Administrative Leader (320 points)

- Technical Skills: 3rd degree (60 points)

- Education: 3rd degree (45 points)

- Communication: 4th degree (80 points)

- Critical Thinking: 3rd degree (45 points)

- Innovation: 3rd degree (90 points)

Client Account Leader (420 points)

- Technical Skills: 4th degree (80 points)

- Education: 3rd degree (45 points)

- Communication: 5th degree (100 points)

- Critical Thinking: 5th degree (75 points)

- Innovation: 4th degree (120 points)

Client Liaison (260 points)

- Technical Skills: 3rd degree (60 points)

- Education: 2nd degree (30 points)

- Communication: 4th degree (80 points)

- Critical Thinking: 2nd degree (30 points)

- Innovation: 2nd degree (60 points)

Graphic Designer (250 points)

- Technical Skills: 3rd degree (60 points)

- Education: 1st degree (15 points)

- Communication: 2nd degree (40 points)

- Critical Thinking: 3rd degree (45 points)

- Innovation: 3rd degree (90 points)

Implementation Consultant (310 points)

- Technical Skills: 4th degree (80 points)

- Education: 3rd degree (45 points)

- Communication: 4th degree (80 points)

- Critical Thinking: 3rd degree (45 points)

- Innovation: 2nd degree (60 points)

Marketing Services Representative (315 points)

- Technical Skills: 2nd degree (40 points)

- Education: 3rd degree (45 points)

- Communication: 4th degree (80 points)

- Critical Thinking: 4th degree (60 points)

- Innovation: 3rd degree (90 points)

Marketing Support (200 points)

- Technical Skills: 2nd degree (40 points)

- Education: 3rd degree (45 points)

- Communication: 2nd degree (40 points)

- Critical Thinking: 3rd degree (45 points)

- Innovation: 1st degree (30 points)

Programmer Analyst (275 points)

- Technical Skills: 5th degree (100 points)

- Education: 3rd degree (45 points)

- Communication: 2nd degree (40 points)

- Critical Thinking: 2nd degree (30 points)

- Innovation: 2nd degree (60 points)

Project Leader (415 points)

- Technical Skills: 5th degree (100 points)

- Education: 3rd degree (45 points)

- Communication: 3rd degree (60 points)

- Critical Thinking: 4th degree (60 points)

- Innovation: 5th degree (150 points)

Project Support Assistant (215 points)

- Technical Skills: 2nd degree (40 points)

- Education: 1st degree (15 points)

- Communication: 5th degree (100 points)

- Critical Thinking: 2nd degree (30 points)

- Innovation: 1st degree (30 points)

Quality Assurance Analyst (345 points)

- Technical Skills: 5th degree (100 points)
- Education: 3rd degree (45 points)
- Communication: 4th degree (80 points)
- Critical Thinking: 4th degree (60 points)
- Innovation: 2nd degree (60 points)

Quality Assurance Analyst A (360 points)

- Technical Skills: 5th degree (100 points)
- Education: 3rd degree (45 points)
- Communication: 4th degree (80 points)
- Critical Thinking: 5th degree (75 points)
- Innovation: 2nd degree (60 points)

Senior Fellow (435 points)

- Technical Skills: 5th degree (100 points)
- Education: 5th degree (75 points)
- Communication: 4th degree (80 points)
- Critical Thinking: 4th degree (60 points)
- Innovation: 4th degree (120 points)

Quality Assurance Technician (375 points)

- Technical Skills: 5th degree (100 points)
- Education: 3rd degree (45 points)
- Communication: 4th degree (80 points)
- Critical Thinking: 2nd degree (30 points)
- Innovation: 4th degree (120 points)

Software Engineer (295 points)

- Technical Skills: 4th degree (80 points)
- Education: 3rd degree (45 points)
- Communication: 4th degree (80 points)
- Critical Thinking: 2nd degree (30 points)
- Innovation: 2nd degree (60 points)

Software Solution Consultant (280 points)

- Technical Skills: 3rd degree (60 points)
- Education: 3rd degree (45 points)
- Communication: 2nd degree (40 points)
- Critical Thinking: 5th degree (75 points)
- Innovation: 2nd degree (60 points)

Software User Interface Architect (400 points)

- Technical Skills: 5th degree (100 points)
- Education: 3rd degree (45 points)
- Communication: 3rd degree (60 points)
- Critical Thinking: 5th degree (75 points)
- Innovation: 4th degree (120 points)

Technician (305 points)

- Technical Skills: 3rd degree (60 points)
- Education: 1st degree (15 points)
- Communication: 4th degree (80 points)
- Critical Thinking: 4th degree (60 points)
- Innovation: 3rd degree (90 points)

Training Assistant (310 points)

- Technical Skills: 3rd degree (60 points)
- Education: 3rd degree (45 points)
- Communication: 5th degree (100 points)
- Critical Thinking: 3rd degree (45 points)
- Innovation: 2nd degree (60 points)

Travel Coordinator (200 points)

- Technical Skills: 1st degree (20 points)
- Education: 1st degree (15 points)
- Communication: 3rd degree (60 points)
- Critical Thinking: 5^{h} degree (75 points)
- Innovation: 1st degree (30 points)

User Interface Designer (385 points)

- Technical Skills: 4th degree (80 points)
- Education: 3rd degree (45 points)
- Communication: 4th degree (80 points)
- Critical Thinking: 2nd degree (30 points)
- Innovation: 5th degree (150 points)

Visionary Champion (330 points)

- Technical Skills: 2nd degree (40 points)
- Education: 3rd degree (45 points)
- Communication: 4th degree (80 points)
- Critical Thinking: 3rd degree (45 points)
- Innovation: 4th degree (120 points)

Implementation Plan

Implementing the new structure will not be a cut and dry process. In order for it to be widely accepted, it must be administered with caution and carefully explained throughout the

process. Because of this, it is imperative that the Employee Manual be distributed and reviewed at the organizational level. The plan's weights and compensable factors are derived from alignment with strategy and industry benchmarks. More emphasis is put into factors specifically important to a particular job description. However, the weight of that factor remains consistent throughout the structure to remove bias promote a best-fit approach in recruitment and placement.

In order for the plan to be effective, it must be communicated in a manner most accepted by the employees. Because FastCat is a smaller organization, we feel that the most effective communication should be passed down through the hierarchy and communicated directly through the project leaders and heads of departments. This will ensure that the new job structures are carefully examined and portrayed individually in a personal manner in which the changes are most likely to be perceived. It is necessary to continue the job analysis process throughout the life of the organization, as the expectations and needs of the position may change with external necessities. Because of such focus on the external environment and the job itself, it is important not to forget about the employees individual talents as they will be a point of satisfaction in their work environment. Utilize these strengths in the future by adding to the benchmarked compensation plan and changing weights as it is seen fit.

Line managers, as the forefront of management, will be expected to undergo extensive training along with their superiors in properly implementing this new structure. This step is key in ensuring that the plan remains flexible and able to handle any change within and outside the company, as the breakdown of compensable factors can be openly applied and configured to a

wide degree of circumstances in which the company may find itself. If such a case were to occur, it is imperative that all forms of management understand the new internal structure in implementing changes to it. While the plan itself is flexible we do not recommend frequent change, as it could prove to be more difficult to retain current employees if the company is seen as too dynamic in its structure. Typically, such action is indication of internal turmoil. However, continuous change is always demanded within a growing company and it is recommended that such a concept be portrayed to all employees, regardless of hierarchy.

Manual

All positions' compensatory examinations were founded using 5 compensable factors. These factors being: Innovation (30%), Critical Thinking (15%), Communication (20%), Education (15%), and Technical Skills (20%). Given the daily tasks and job descriptions of each position, these factors were weighted to the degree with which these factors are applicable to each individual position. Those weighted totals then directly correlate to the compensation allotted to the position. These aggregate totals are as follows:

Administrative Aide (210 points)

- Technical Skills: 2nd degree (40 points)
- Education: 1st degree (15 points)
- Communication: 4th degree (80 points)
- Critical Thinking: 3rd degree (45 points)
- Innovation: 1st degree (30 points)

Administrative Assistant II (240 points)

- Technical Skills: 3rd degree (60 points)
- Education: 2nd degree (30 points)
- Communication: 3rd degree (60 points)
- Critical Thinking: 4th degree (60 points)
- Innovation: 1st degree (30 points)

- Innovation: 3rd degree (90 points)

Administrative Leader (320 points)

- Technical Skills: 3rd degree (60 points)
- Education: 3rd degree (45 points)
- Communication: 4th degree (80 points)
- Critical Thinking: 3rd degree (45 points)
- Innovation: 3rd degree (90 points)

Client Account Leader (420 points)

- Technical Skills: 4th degree (80 points)
- Education: 3rd degree (45 points)
- Communication: 5th degree (100 points)
- Critical Thinking: 5th degree (75 points)
- Innovation: 4th degree (120 points)

Client Liaison (260 points)

- Technical Skills: 3rd degree (60 points)
- Education: 2nd degree (30 points)
- Communication: 4th degree (80 points)
- Critical Thinking: 2nd degree (30 points)
- Innovation: 2nd degree (60 points)
-

Graphic Designer (250 points)

- Technical Skills: 3rd degree (60 points)
- Education: 1st degree (15 points)
- Communication: 2nd degree (40 points)
- Critical Thinking: 3rd degree (45 points)

Implementation Consultant (310 points)

- Technical Skills: 4th degree (80 points)
- Education: 3rd degree (45 points)
- Communication: 4th degree (80 points)
- Critical Thinking: 3rd degree (45 points)
- Innovation: 2nd degree (60 points)

Marketing Services Representative (315 points)

- Technical Skills: 2nd degree (40 points)
- Education: 3rd degree (45 points)
- Communication: 4th degree (80 points)
- Critical Thinking: 4th degree (60 points)
- Innovation: 3rd degree (90 points)

Marketing Support (200 points)

- Technical Skills: 2nd degree (40 points)
- Education: 3rd degree (45 points)
- Communication: 2nd degree (40 points)
- Critical Thinking: 3rd degree (45 points)
- Innovation: 1st degree (30 points)

Programmer Analyst (275 points)

- Technical Skills: 5th degree (100 points)
- Education: 3rd degree (45 points)
- Communication: 2nd degree (40 points)

- CriticalThinking: 2nd degree (30 points)
- Innovation: 2nd degree (60 points)

Project Leader (415 points)

- Technical Skills: 5th degree (100 points)
- Education: 3rd degree (45 points)
- Communication: 3rd degree (60 points)
- Critical Thinking: 4th degree (60 points)
- Innovation: 5th degree (150 points)

Project Support Assistant (215 points)

- Technical Skills: 2nd degree (40 points)
- Education: 1st degree (15 points)
- Communication: 5th degree (100 points)
- Critical Thinking: 2nd degree (30 points)
- Innovation: 1st degree (30 points)

Quality Assurance Analyst (345 points)

- Technical Skills: 5th degree (100 points)
- Education: 3rd degree (45 points)
- Communication: 4th degree (80 points)
- Critical Thinking: 4th degree (60 points)
- Innovation: 2nd degree (60 points)

Quality Assurance Analyst A (360 points)

- Technical Skills: 5th degree (100 points)
- Education: 3rd degree (45 points)
- Communication: 4th degree (80 points)

- Critical Thinking: 5th degree (75 points)
- Innovation: 2nd degree (60 points)

Senior Fellow (435 points)

- Technical Skills: 5th degree (100 points)
- Education: 5th degree (75 points)
- Communication: 4th degree (80 points)
- Critical Thinking: 4th degree (60 points)
- Innovation: 4th degree (120 points)

Senior Quality Assurance Technician (375 points)

- Technical Skills: 5th degree (100 points)
- Education: 3rd degree (45 points)
- Communication: 4th degree (80 points)
- Critical Thinking: 2nd degree (30 points)
- Innovation: 4th degree (120 points)

Software Engineer (295 points)

- Technical Skills: 4th degree (80 points)
- Education: 3rd degree (45 points)
- Communication: 4th degree (80 points)
- Critical Thinking: 2nd degree (30 points)
- Innovation: 2nd degree (60 points

Software Solution Consultant (280 points)

- Technical Skills: 3rd degree (60 points)
- Education: 3rd degree (45 points)

- Communication: 2nd degree (40 points)
- Critical Thinking: 5th degree (75 points)
- Innovation: 2nd degree (60 points)

Software User Interface Architect (400 points)

- Technical Skills: 5th degree (100 points)
- Education: 3rd degree (45 points)
- Communication: 3rd degree (60 points)
- Critical Thinking: 5th degree (75 points)
- Innovation: 4th degree (120 points)

Technician (305 points)

- Technical Skills: 3rd degree (60 points)
- Education: 1st degree (15 points)
- Communication: 4th degree (80 points)
- Critical Thinking: 4th degree (60 points)
- Innovation: 3rd degree (90 points)

Training Assistant (310 points)

- Technical Skills: 3rd degree (60 points)
- Education: 3rd degree (45 points)
- Communication: 5th degree (100 points)
- Critical Thinking: 3rd degree (45 points)
- Innovation: 2nd degree (60 points)

Travel Coordinator (200 points)

- Technical Skills: 1st degree (20 points)
- Education: 1st degree (15 points)
- Communication: 3rd degree (60 points)
- Critical Thinking: 5^{h} degree (75 points)
- Innovation: 1st degree (30 points)

User Interface Designer (385 points)

- Technical Skills: 4th degree (80 points)
- Education: 3rd degree (45 points)
- Communication: 4th degree (80 points)
- Critical Thinking: 2nd degree (30 points)
- Innovation: 5th degree (150 points)

Visionary Champion (330 points)

- Technical Skills: 2nd degree (40 points)
- Education: 3rd degree (45 points)
- Communication: 4th degree (80 points)
- Critical Thinking: 3rd degree (45 points)
- Innovation: 4th degree (120 points)