



CALIPER JOB MODELS OVERVIEW

Caliper's Job Models are built from between five and nine competencies, and our job-model database ranges from individual-contributor roles to executive-level positions. These models are designed to be general enough for all industries but specific enough to require unique competency combinations.

The advantage of job models is the improved ease of defining the competencies necessary for the applicant to succeed. Job models can also be used to generate a Function-Fit Index score ranging from one to 99.

Below is a snapshot of Caliper's Job Models by category.

Management	Sales	Service	Technical	Other
Compliance Manager	Account Development	Administrative Support Specialist	Analyst	Educator
Compliance Supervisor	Account Service Specialist	Bank Teller	Document Management Specialist	HR Generalist
Corporate Quality Manager	Agency Recruiter	Client Service Specialist	Financial Advisor	Nurse
Corporate Supervisor	Consultative Selling	Customer Service Representative	Health Information Technician	Remote Worker
Crisis and Recovery Leadership	Corporate Recruiter	General Workforce	Insurance Adjuster	
Foreman	New Business Development	Processing Specialist	Insurance Examiner	
Franchisee	Producer	Service Associate	Investment Fund Manager	
HR Leader	Sales - Hunter		IT Support Specialist	
Marketing Leader	Strategic Selling		Operator	
Marketing Manager	Technical Sales		Purchasing Agent	
Mid-Level Manager			Technical Design Specialist	
Nurse Manager			Technician	
Operations Leader				
Physician Leader				
Production Supervisor				
Project Manager				
Remote Manager				
Sales Manager				
Scientific/Technical Quality Manager				
Senior Leader				
Service Leader				
Service Manager				
Service Supervisor				



MANAGEMENT

Compliance Managers ensure that a company adheres to all legal and ethical regulatory standards. They maintain documentation of compliance activities and investigations, direct and coordinate internal investigations of compliance issues, and report violations of compliance standards to the appropriate agencies. They manage a team of individuals by providing coaching and development opportunities and setting clear work expectations to be followed.

Compliance Supervisors direct and oversee a team of individuals in positions that require adherence to regulations and policies. They coordinate resources and manage conflict within the team, in addition to organizing and documenting compliance information.

Corporate Quality Managers represent the company regarding all matters of quality. These managers formulate and enforce policies related to quality control, and they manage the process for quality assurance programs across the organization. They ensure that others are compliant with quality standards and provide instruction around quality practices when needed.

Corporate Supervisors are responsible for directing, coordinating, and managing a group of individuals in an office setting. They set priorities according to established goals, clearly define work expectations, and encourage collaboration and teamwork to complete necessary tasks. They work in a corporate environment and supervise a group of professional employees.

Crisis and Recovery Leadership calls for a strength and style of leadership that can help instill confidence, engagement, and a sense of purpose in the midst of heavy uncertainty and struggle. Whether it's as local as a company restructure or as vast as a worldwide event, crisis situations require leaders to project the steadiness and confidence their team needs, even as they themselves are also struggling. The Crisis and Recovery Leadership model highlights ten key competencies shown to help support leadership performance to recover from times of crisis.

Foremen direct, coordinate, and supervise the activities of tradespeople or other skilled workers or craftspeople to complete designated projects. They are responsible for ensuring that work is performed according to specifications, safely, at desired levels of quality, on time, and on budget. Foremen may work in any environment where construction, installation, maintenance, or repair projects occur.

Franchisees operate one or more franchise units licensed from a larger organization. They use the franchisor's licenses, trademarks, advertising, brand recognition, and proven operating methods. In exchange, the franchisee typically pays the franchisor a recurring fee as well as a percentage of gross sales or profits. Even with access to these tools and frameworks, Franchisees often must independently set up their operation and generate business.

HR Leaders are responsible for overseeing the development and execution of HR strategy in support of the company's overall mission, goals, and strategy. This role typically provides strategic oversight of systems and programs that integrate the elements human resource development and management, such as employee selection, onboarding, professional development, training, compensation, performance management, change management, culture management, and succession planning.

Marketing Leaders oversee marketing operations by providing strategic direction and establishing marketing policies and programs. They have a deep understanding of their organization's competitive advantage and customer base, and they coordinate the proper team and resources to implement effective marketing strategies.

Marketing Managers coordinate marketing processes and drive results through a team. They evaluate data and facts to make marketing decisions that support the company's business model and strategic goals. They also coordinate marketing campaigns and promotional activities, and they assess the effectiveness of marketing programs.



MANAGEMENT

Physician Leaders, also called healthcare executives or healthcare administrators, plan, direct, and coordinate medical and health services. They might manage an entire facility, a specific clinical area or department, or a medical practice for a group of physicians. Physician Leaders must direct changes that conform to changes in healthcare laws, regulations, and technology.

Production Supervisors direct, plan, and coordinate the resources, processes, and activities needed in the manufacturing of products. They may supervise production and operating workers, inspectors, fabricators, and systems operators in order to ensure that all work is accomplished according to quality, safety, quantity, and cost specifications. Production Supervisors work primarily in manufacturing, production, and fabricating environments.

Project Managers plan, coordinate, monitor, and complete assigned or approved projects. They perform activities related to developing and finalizing project plans, coordinating assignments, ensuring resources are sufficient and suitably deployed, and tracking project progress relative to milestones and goals. Project Managers often serve as the hub of communication for diverse or cross-functional project teams to make certain that appropriate progress is being made and projects are completed according to requirements. They are usually in the unique position of having responsibility for driving progress without having official authority over project participants.

Remote Managers engage and support teams that work remotely, or who work in separate offices. This style of management means overcoming the communication and collaboration challenges of working in separate locations. Remote Managers have to help their employees appropriately manage time and priorities, maintain healthy communication, and collaborate effectively. The Remote Manager model highlights nine key competencies shown to support leadership performance in remote work environments.

Sales Managers focus on expanding business within existing accounts. They motivate, supervise, and develop sales teams. They assign territories to salespeople, set revenue targets, and communicate with other managers in departments such as sales, production, and customer service.

Scientific or Technical Quality Managers are responsible for coordinating and implementing quality initiatives that are aligned with best practices of the relevant scientific community. They ensure standardization related to equipment, methodologies, and processes across the organization. They typically work in a laboratory or technical setting and oversee quality processes and workflow over a team.

Senior Leaders develop and manage an organization's strategic and operational goals. They initiate plans and programs to achieve revenue and profitability objectives or to meet other significant organizational goals.

Service Leaders develop and manage the organization's strategic goals, particularly related to creating a customer value strategy designed to identify, meet, and exceed customers' expectations. They initiate plans and programs to achieve revenue and profitability objectives or to meet other significant organizational customer-focused goals.

Service Managers are responsible for driving results through a team or department of individuals in a service role. They provide coaching to their team, delegate work to the appropriate resources, and make data-driven decisions to support the success of the business. They lead by example by showing a commitment to customer service through their actions.

Service Supervisors manage and direct a team of individuals working in a service-related role or industry. They coordinate resources and manage conflict within the team, in addition to upholding the values of customer service through their own customer interactions and dedication to addressing customer issues.



SALES

Account Development salespeople focus on expanding business within existing accounts. To do so, they strengthen relationships with their customers and work to develop new relationships through introductions or referrals. Salespeople in Account Development work to uncover client needs, match those needs to available products or services, and generate sales.

Account Service Specialists provide a good customer experience while also engaging in sales behaviors such as cross- or up-selling. They build rapport with clients in order to identify their needs, offer tailored advice about products or services, develop deeper relationships, and create opportunities to generate business by coming through for their customers. Their interactions can be with current customers or prospective buyers who already have interest in the products or services being offered.

Agency Recruiters are responsible for filling open job requisitions for organizations that they are serving. In addition, they work to build relationships with old and new accounts to win their staffing business. They typically interact with a hiring manager at the organizations they work with.

Consultative Selling involves winning business by consulting with customers in order to understand their true needs and provide solutions that affectively address those needs. Individuals in this type of role establish and then strengthen working relationships based on mutual trust and shared accountability, which allows them to question their clients and uncover root causes of stated issues. Through this process, Consultative Sellers provide compelling proposals, allowing them to close sales that turn into repeat business.

Corporate Recruiters work with hiring managers in their organization to understand open job requisitions and attract the best individuals to fill the open roles. Their role involves posting job descriptions, phone screening candidates, and setting up the interview process. They are often the first person to come in contact with a candidate, and they are responsible for building rapport and gaining the candidate's interest in their company.

New Business Development salespeople focus on developing new business as opposed to nurturing existing accounts. They create opportunities by initiating contact with prospects, often through cold-calling, in order to generate interest in products or services. New Business Developers persuasively present their value proposition, find ways to get past initial resistance from prospects, and negotiate effectively in order to close sales.

Producers sell life, property, casualty, health, automotive, or other types of insurance. They may work as independent brokers, or be employed by an insurance company. They create opportunities by initiating contact with prospects, often through cold-calling, in order to generate interest in products or services. Insurance producers persuasively present their value proposition, find ways to get past initial resistance from prospects, and negotiate effectively in order to close sales.

Sales - Hunters are responsible for initiating contact with potential and current customers to generate and qualify leads, promote the company's products and services, and identify sales opportunities. They must clearly and convincingly articulate the organization's offerings and value proposition and overcome initial resistance from prospects.



SALES

Strategic Selling establishes expertise and business partnerships. This type of role leverages knowledge of the client's business, industry, product, or marketplace to bring new insight, challenge assumptions, or ask difficult questions the customer may not have thought about. The Strategic Seller must establish the credibility to position her or himself as a confident, strategic partner. Through this sales process, they are challenging their clients to find a deeper understanding of their business, the issues they face, and their path moving forward, which ultimately results in closed sales.

Technical Sales professionals generate sales opportunities by using their technical expertise and product or industry-specific knowledge. An individual in this type of role may be the primary salesperson in a technical or scientific sale or act as a subjectmatter expert working in conjunction with another sales professional. Technical Sales professionals leverage their expertise to build credibility and gather important information or specifications, allowing them to propose targeted solutions and close sales.



SERVICE

Administrative Support Specialists perform a variety of tasks and are responsible for supporting other staff members, typically managers, or for ensuring smooth workflow. They coordinate work with others, schedule appointments, respond to inquiries, prepare documents, and complete assigned tasks accurately, often under time pressure.

Bank Tellers assist customers by completing various account transactions such as cashing checks, issuing savings withdrawals, and receiving deposits and loan payments. They follow established guidelines to record transactions and comply with bank operations and security procedures.

Client Service Specialists provide high-quality service in response to complex, technical, or second-tier issues. They settle complaints, often from difficult customers, by gathering information and answering questions. Client Service Specialists work to ensure customer satisfaction by balancing quality of service and speed of response. Although they are usually responding to current customers, Client Service Specialists may not have an existing relationship with the individual who requires service.

Customer Service Representatives provide after-sale support to enhance or maintain the value of the product or service purchased. They assist customers by answering questions, processing requests, handling complaints, and providing product or service support in order to ensure customer satisfaction. They are expected to place appropriate emphasis on quality of service and speed of response in their performance while upholding the organization's goals.

The General Workforce model is for roles that require little or no previous training or education. It can be used with Caliper's short Predictor assessment. This model is best used for roles where the incumbent needs to conscientiously and independently carry out assigned tasks. An individual in this type of position must follow established guidelines for quality and timeliness.

Processing Specialists process applications, claims, transactions, or information requests in compliance with designated guidelines. When information is inaccurate, incomplete, or does not otherwise meet compliance standards, they communicate with others to obtain the information needed to resolve these issues.

Service Associates interact with customers and provide service in a retail setting. They project an approachable, friendly demeanor to customers. They take ownership of customer issues and work to find answers to all customer inquiries, while conscientiously performing related administrative or operational tasks. Service Associates are also expected to diligently follow instructions from a supervisor.



TECHNICAL

Analysts collect, synthesize, and examine data from multiple sources in order to come to logical conclusions and make recommendations. The data may be from a wide variety of sources; what Analysts do with the data defines this job function more than the context or content of the data itself. They are good at seeking out information, and they display a high level of detail orientation. Analysts document key results from the information gathered, report them to management, and use them to make decisions.

Document Management Specialists compile, process, and maintain data and records according to established guidelines. These data and records may be related to billing or invoicing or other business-related topics. Document Management Specialists may also perform other administrative tasks related to daily business operation, many of which could be clearly defined, closely related, and repetitive.

Financial Advisors advise clients on financial plans, using knowledge of tax and investment strategies, securities, insurance, pension plans, and real estate. Duties include assessing clients' assets, liabilities, cash flow, insurance coverage, tax status, and financial objectives.

Health Information Technicians compile, organize, and manage health-related data and records according to established guidelines. These data may be specific to patients' medical history, insurance information, or other sensitive medical information that must be accurately recorded and secured. Health Information Technicians may manage paper medical files as well as work in electronic systems to store data.

Insurance Adjusters review settled insurance claims to ensure that payments and settlements have been made in accordance with company practices and procedures. They report overpayments, underpayments, and other irregularities.

Insurance Examiners investigate, analyze, and determine the extent of an insurance company's liability concerning personal, casualty, or property loss or damages, and attempt to effect settlement with claimants. They correspond with or interview medical specialists, agents, witnesses, or claimants to compile information. They calculate benefit payments and approve payment of claims within a certain monetary limit.

Investment Fund Managers plan, direct, or coordinate investment strategy or operations for a large pool of liquid assets supplied by institutional investors or individual investors.

IT Support Specialists provide technical assistance and support for issues related to computer systems, software, and hardware. They are responsive to end-users and work to properly diagnose, troubleshoot, and implement solutions to their issues. They provide assistance in a timely manner either remotely or in person, depending on their customer base.

Operators run and monitor the operation of tools, machines, vehicles, or systems. They focus on completing specific tasks, which may be related to a manufacturing process, logistics and materials handling, or other environments where employees work to meet standards for quality, safety, and productivity. Operators may also be responsible for set-up or installation of machinery, equipment, or software.

Purchasing Agents research, evaluate, and purchase products or supplies that are necessary for the operation of an establishment. These supplies may either be resold to customers or used by the company for everyday operations.



TECHNICAL

Technical Design Specialists research, develop, and test complex products, tools, or systems, such as computer networks, software applications, manufacturing equipment, or other forms of intellectual property. They gather and analyze information to develop specifications, or to understand those provided. Technical Design Specialists may need to use creativity to overcome unexpected or complicated challenges in the process of designing a high-quality output within budgetary and time-frame constraints.

Technicians assemble, maintain, or repair equipment, computer networks, or some forms of intellectual property. They are responsible for diagnosing or troubleshooting problems, repairing broken parts, and installing required upgrades. Their work is usually fairly complex and requires some specialized knowledge or skills.



OTHER

Educators present information, share knowledge, and provide instruction in ways that the learners can understand. Educators can be found in any facilitated learning, training, or professional development environment, including those in the academic or business worlds.

HR Generalists are responsible for performing a wide range of duties to promote the work performance and well-being of employees. HR Generalists partner with various stakeholders to ensure that the workforce remains motivated and aligned to support the overall mission of the organization. They carry out a variety of responsibilities related to benefits administration, employee relations, onboarding and training, and policy implementation.

Nurses and people in related healthcare occupations, interact with patients, other healthcare professionals, and often patients' families to directly provide or coordinate personal care. While maintaining a comfortable atmosphere, they discuss the care they are providing with the patient, other healthcare professionals, and possibly patients' families. They monitor patients' health, administer care, maintain records accurately, and report patient status to the appropriate people.

Remote Workers must cope with the various challenges and requirements of remote employment. Beyond the core responsibilities of their job itself, the employee must also find new ways to manage time and priorities, maintain healthy communication, and develop relationships. The Remote Worker model highlights nine key competencies shown to support performance in remote work environments.