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Accessing Connections Online From a Client Computer

The Connections Online application will be run from the client's (computer's) web browser. You can use IE 7.#, or Mozilla Firefox 2.#.

Your Connections Online Sign In:

URL:
User name: Your company email address
Password: [assigned by Cardwell or your company]

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At The Sign In Screen

(Ask the Connections Online Coordinator for your Sign In information)

- User Name: your company email address
- Password: [assigned by Cardwell or your company] - Change at People page, click pencil icon next to your name to open edit screen – find the password field and type in the password (repeat in next field) you want to use.
- Click Sign In
- Remember me on this computer: if you check this option, after login, and set the URL as http://my.connectionsonline.net , you will always be logged in automatically (unless you sign out)
- Forget Your Password: if you have forgotten your password, if you click this link, you will fill in your email address and a new password will automatically be sent you to. YOU HAVE ONE HOUR TO CHANGE YOUR PASSWORD TO SOMETHING OF YOUR CHOOSING AND SET THE NEW PASSWORD AT YOUR PEOPLE CONNECTION TAB. Use the pencil to the right of your name at the top of the page, reset your password and save. Next time you login, you can use your own password.

Connections Online Basics

If you are new to Connections Online, see the explanations below for [Sign In](#), [Navigation](#), and [General Screen Layouts](#), as well as [Adding, Editing and Deleting data](#).

Sign In

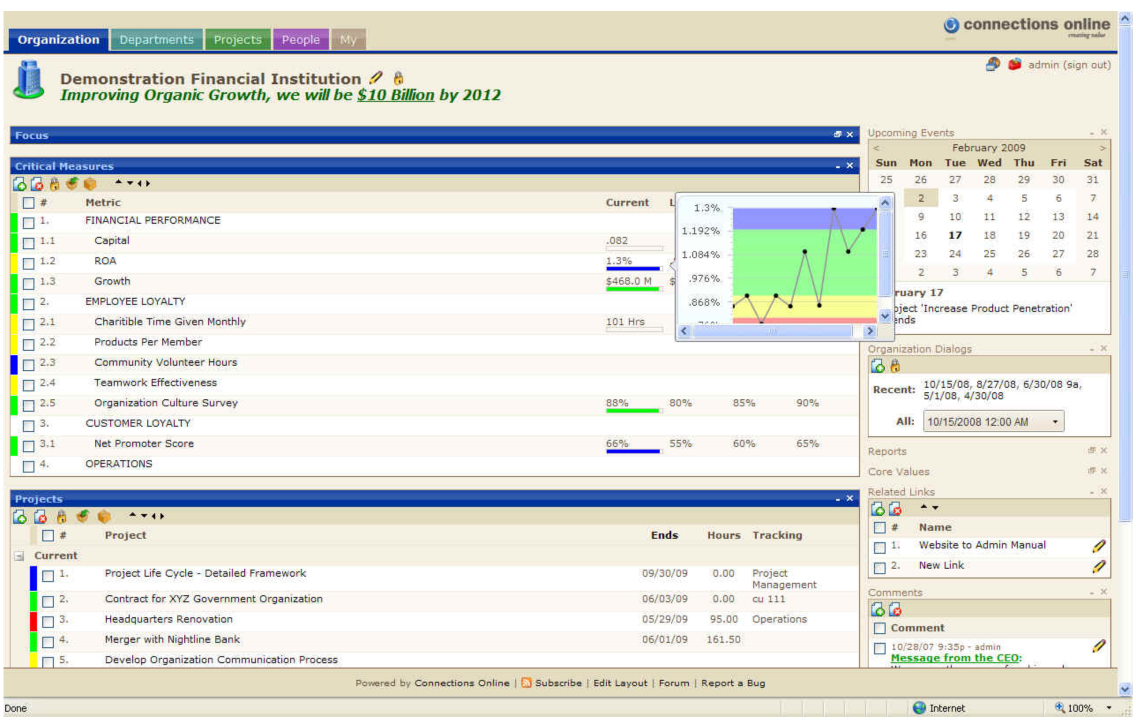
The Connections Online application will be run from the client's web browser. To access the application, open Internet Explorer 7.# or greater (or other specified browsers) and type in the Connections Online address.

Type the User Name (your company email address). Type the password assigned to the User. Click Sign In.

Navigation

In order to navigate through Connections Online, click on one of the five tabs at the top of the application.

- **[Organization Connection Tab](#)**: this page can be customized to show information that provides a clear focus for the enterprise's strategy.



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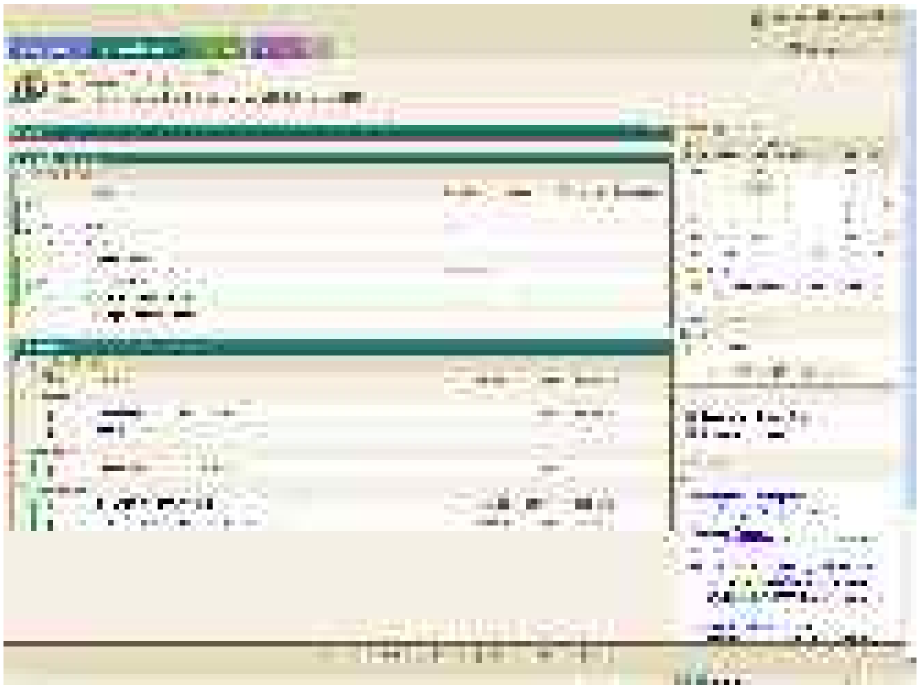
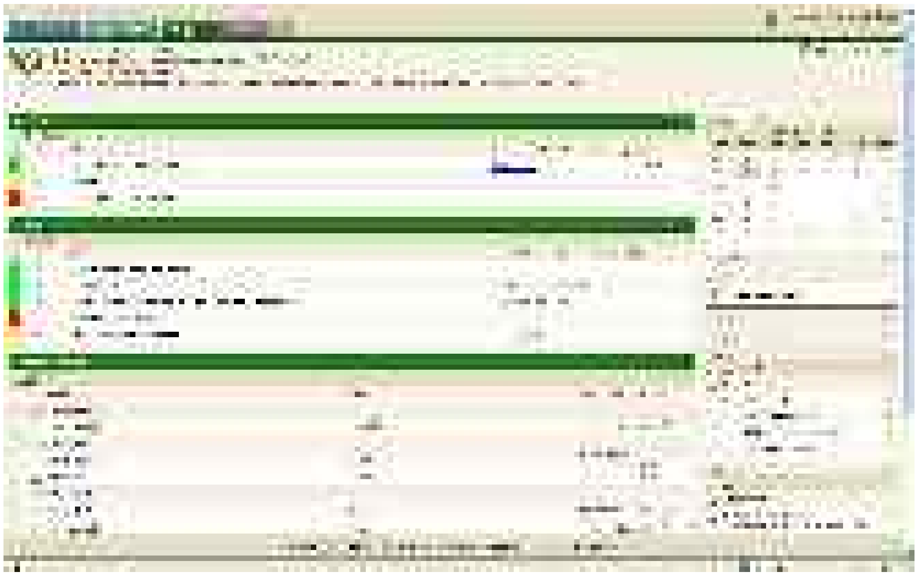
- **Department Connection Tab**: this page can be customized to show information that provides a clear focus for the Department's strategy.



- **Project Connection Tab**: this page provides for effectively leading cross-discipline teams to complete Organizational and Department projects.



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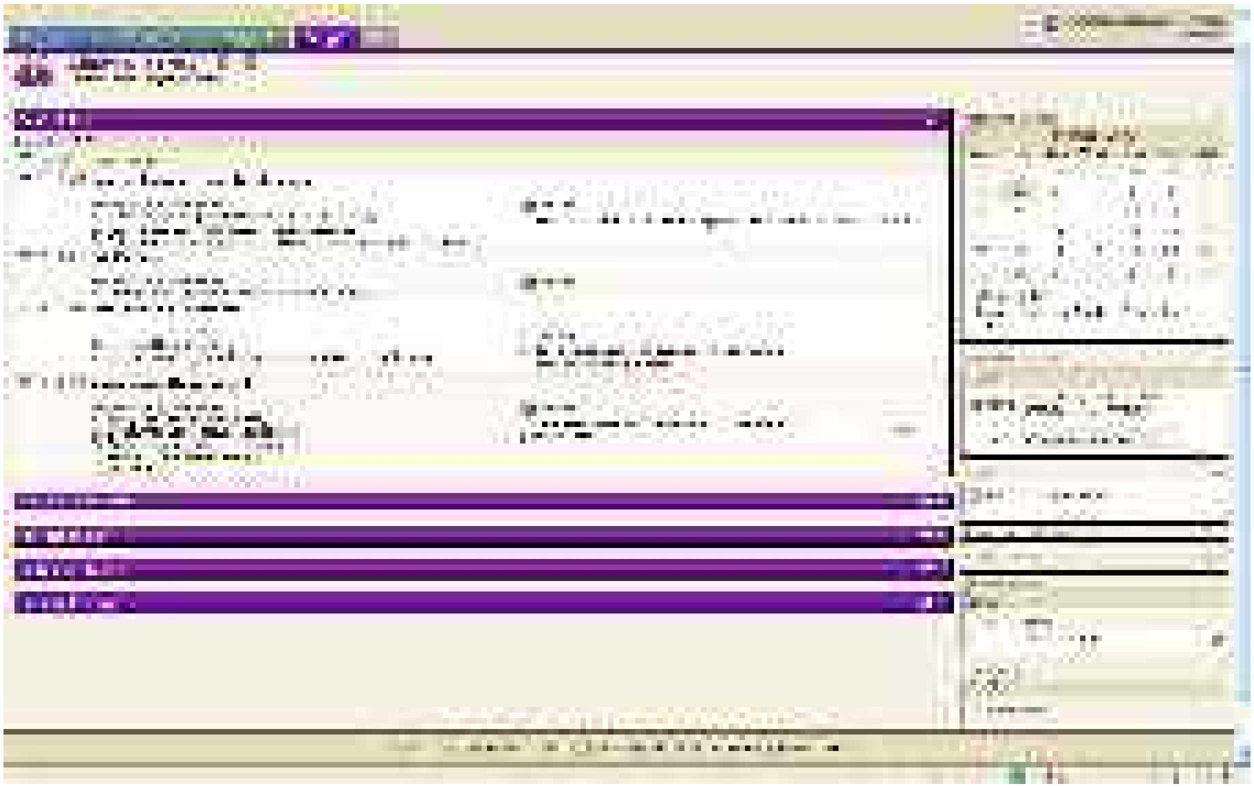
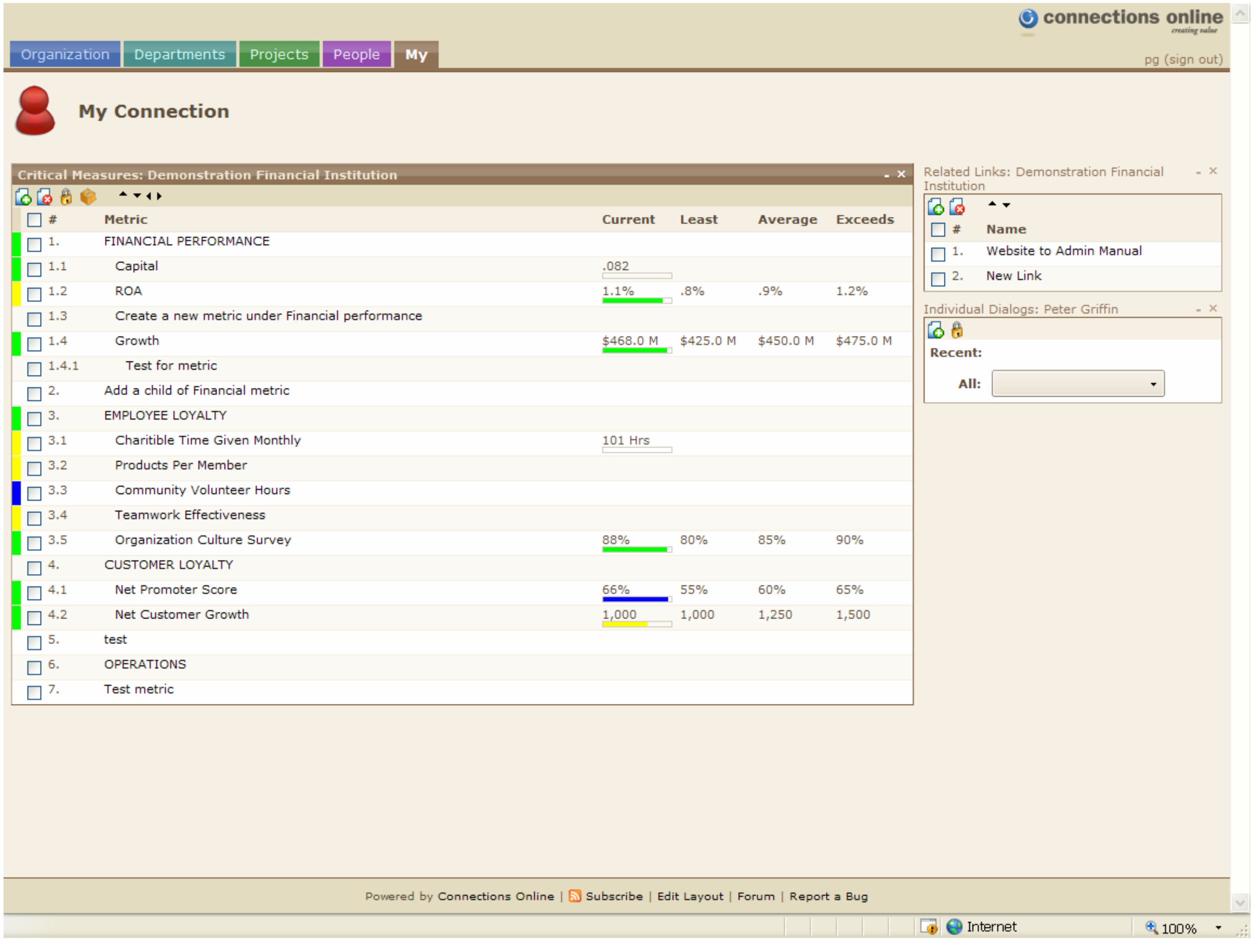
People Connection Tab: this page provides a clear focus for the resources controlled by an individual. It aligns individual results to organizational and departmental outcomes. It is used as an important guide for prioritizing the allocation of resources, recognizing performance, coaching, and for updating targeted outcomes throughout the year.



- **My Connection Tab**: this page can be customized to include specific data modules from Organization, Department, Project, and People Connections to show just the information (data modules) a User wants to see.



- **Site Administration**: this page will only be available if an individual has administrator security. It allows the Administrator for the Connections Online application to set up the database. This includes the organizations and departments, employee information for Users in each organization, as well as other select organization information.

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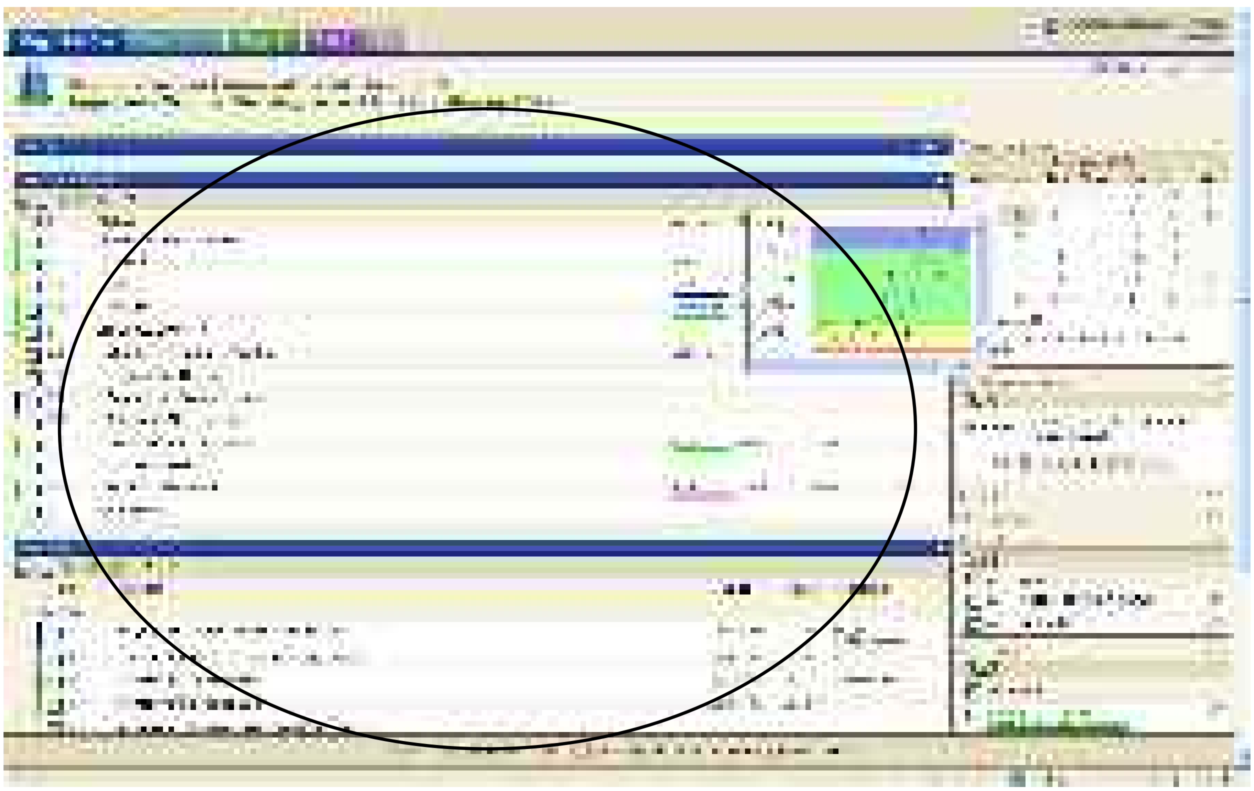
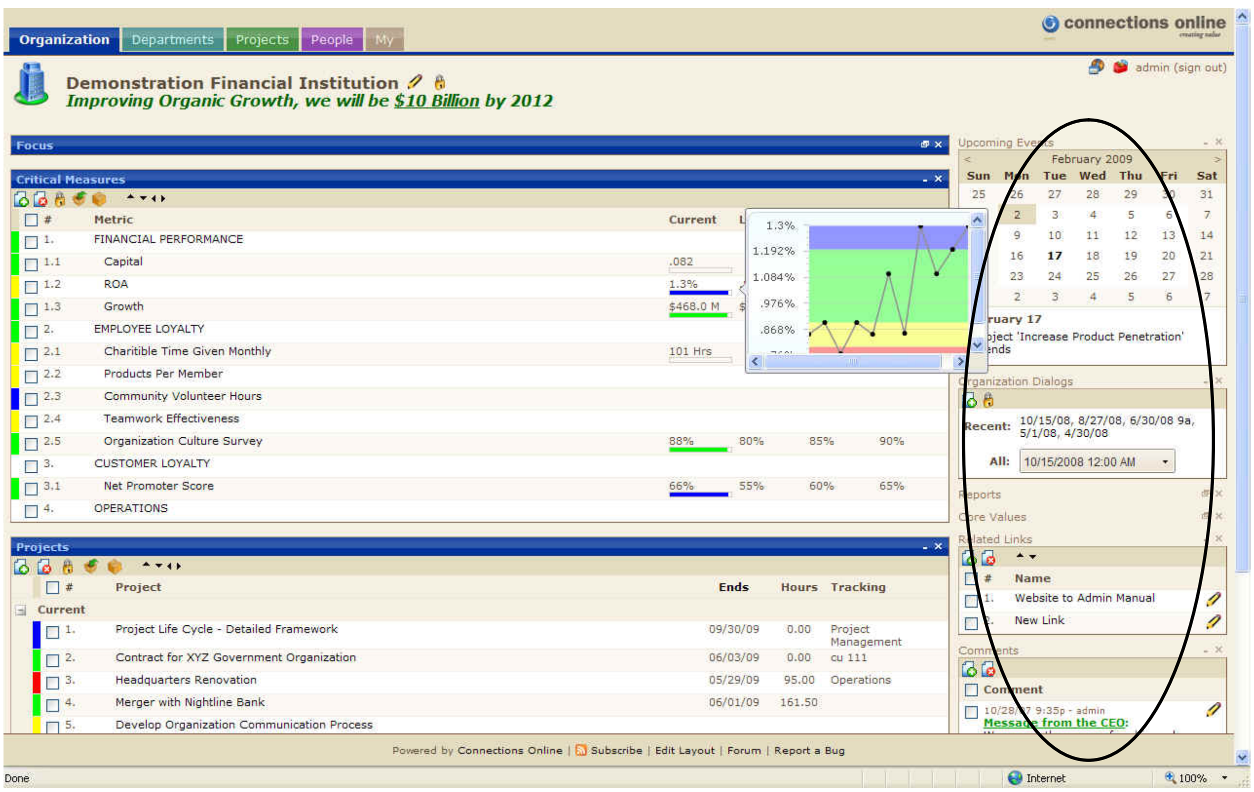
Default General Screen Layouts

All the tab pages have the same general default layout.

- **Main Column**: There is a Main Column down the center of the page. In the Main Column, every Tab except the My Connection Tab has a metric/scorecard module plus modules reflecting other information relevant to the specific Tab.

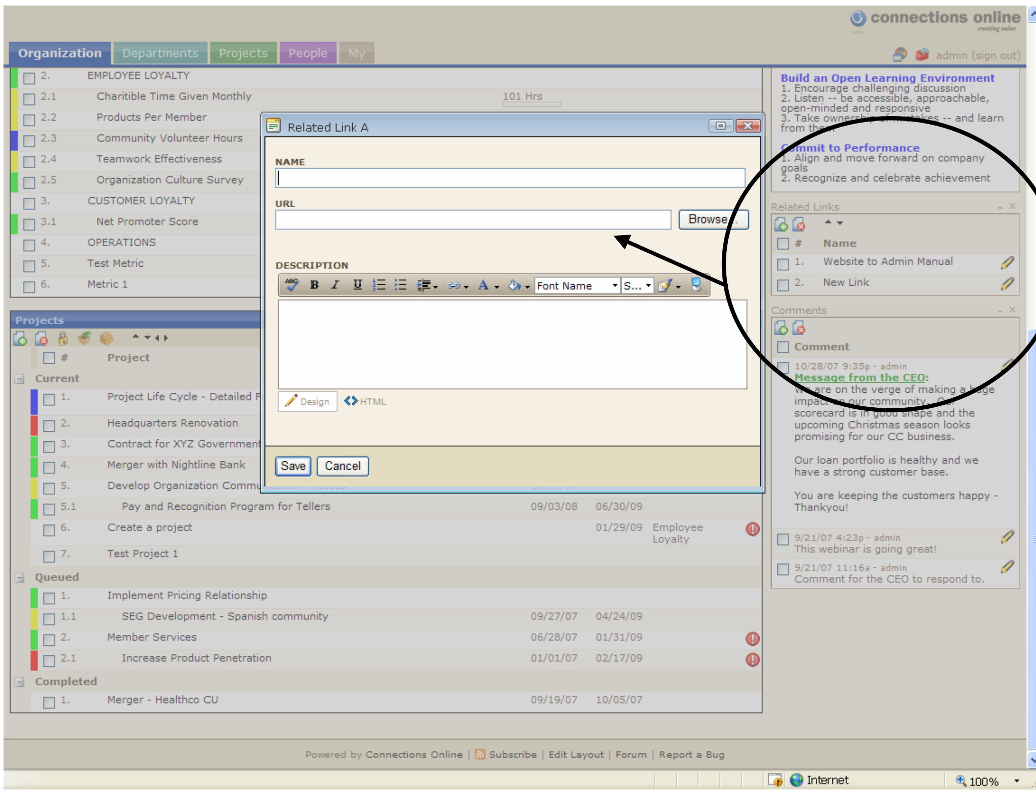


- **Sidebar**: The Sidebar column is down the right-hand side of the page. Within this sidebar column, each page will have several of the same default modules. These modules include:
  - Upcoming Events (showing due dates from items on the page)
  - Dialogs (meeting agendas and minutes)
  - Related Links (organizing and linking content for the page)
  - Comments (users with the correct security access are able to make Comments, which are read by others, and may be responded to by others. The Comments are date stamped and show the comment author's ID)



Reports (simple reports for each tab can be printed using the print icon in IE7 or File/print in FireFox. Dialog reports are printed from the open Dialog edit window. Using the print function, select "landscape" before printing Tab reports. Other reports will be added as needed.)

<u>Related Links</u>: allows the User to organize information associated with the data within Connections by setting links and link descriptions for additional informational views from an address anywhere on the networked system or web. The User will find Related Link functionality throughout the application to easily organize information on the network.



<u>Sharing files for Related Links with Web Sharing on Windows Server 2003</u>

In Connections Online, we have a feature called Related Links where we allow you to link to files that that are related to the information stored in our application. These links can be to files out on the Internet or to files shared on your local network.

In the past, these related links were mostly used for files shared on local networks. They would link to files with locations that looked like *M:\Shared\file.doc* or *\\servername\share\file.doc*. These links made it easy for users to point to files that were already shared on their internal networks even when those files were not normally opened from Web browsers.

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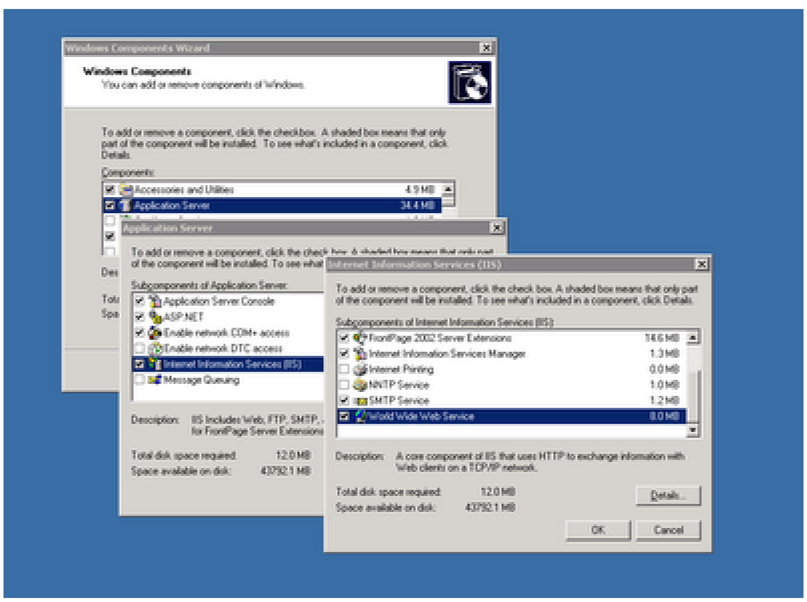
In the last few years, however, the Web browsers have realized that allowing links to local network files is a security risk, and they have gradually removed the ability to use those types of links in favor of using Web-safe links only. Some examples of Web-safe links are *http://servername/share/file.doc*, *https://servername/share/file.doc*, and *ftp://servername/share/file.doc*. Even if your current browser still allows the old links, it is a good idea to go ahead and update all of your links to use the newer, safer format.

For internal file servers that are running Windows Server 2003 and sharing files with the *\\servername\share* or mapped network drive format, this is an easy update and does not require that the files are moved or that the current network shares are removed. I'm going to use Windows Server 2003 in this article, but the steps are very similar in Windows Server 2000, Windows Server 2008, and even in Windows XP Professional.

First off, make sure that Internet Information Services (IIS) is installed on the server. It is a Windows Component that is included with Windows Server 2003 but may not have been installed. If it is not installed, you can install it by going to *Control Panel*, *Add or Remove Programs*, *Add/Remove Windows Components*. In the Components list, select *Application Server*, then select *Internet Information Services (IIS)*, and finally *World Wide Web Service*. Press OK to close all of the option windows and continue with the installation. You may need to have your original Windows Server 2003 installation media to complete the installation.



Once it is installed and running, you should be able to get to a welcome page by going to *http://servername* in a Web browser. If it isn't working, check [Microsoft's site] for more help.

Now, you're ready to share your files with web folders. In Windows Explorer, browse to the location where your files are located.

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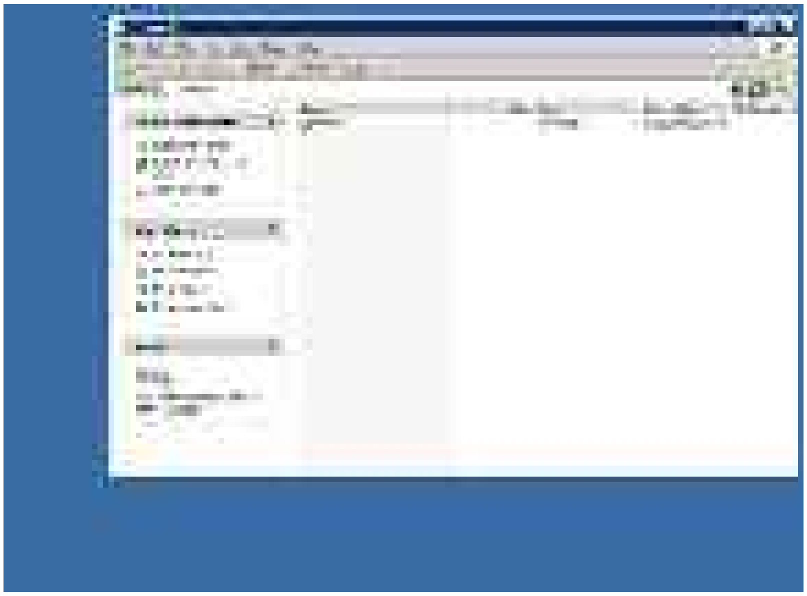
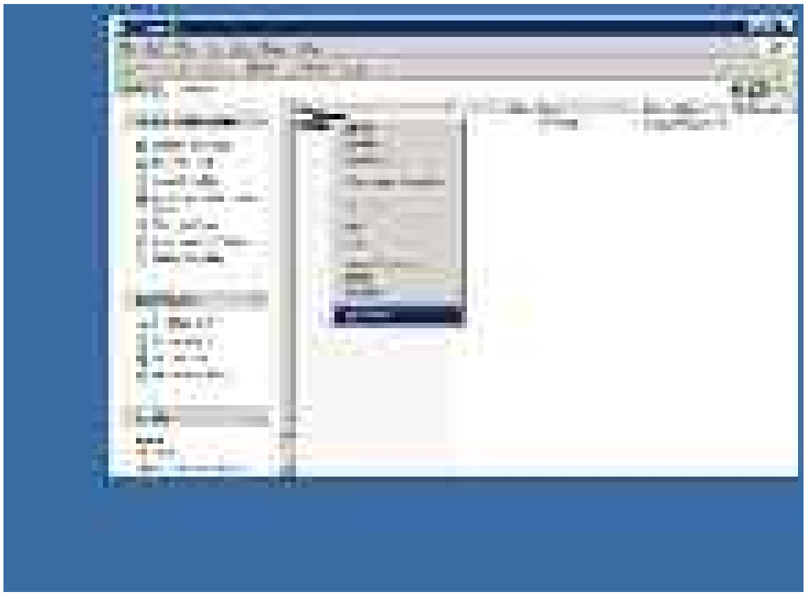
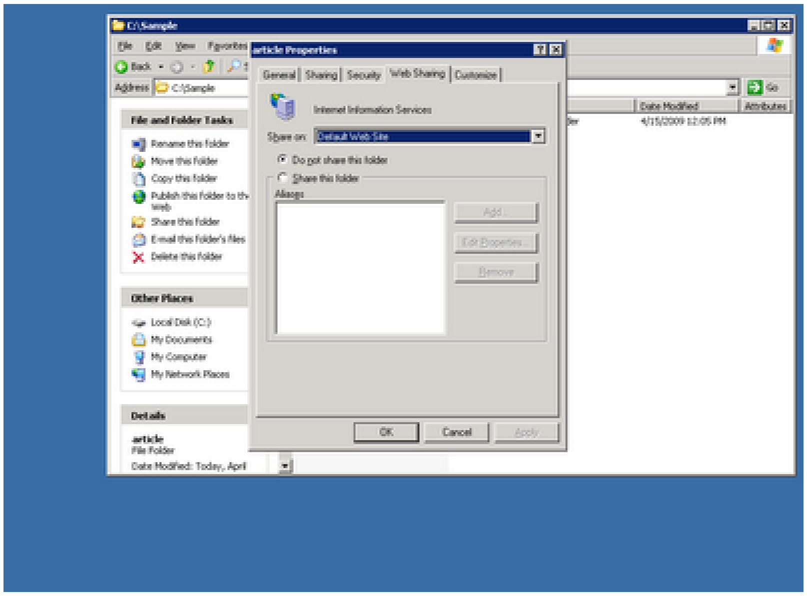


Right-click on the folder you wish to share and click *Properties* or *Sharing and Security...* from the menu. Both options open up the properties window.

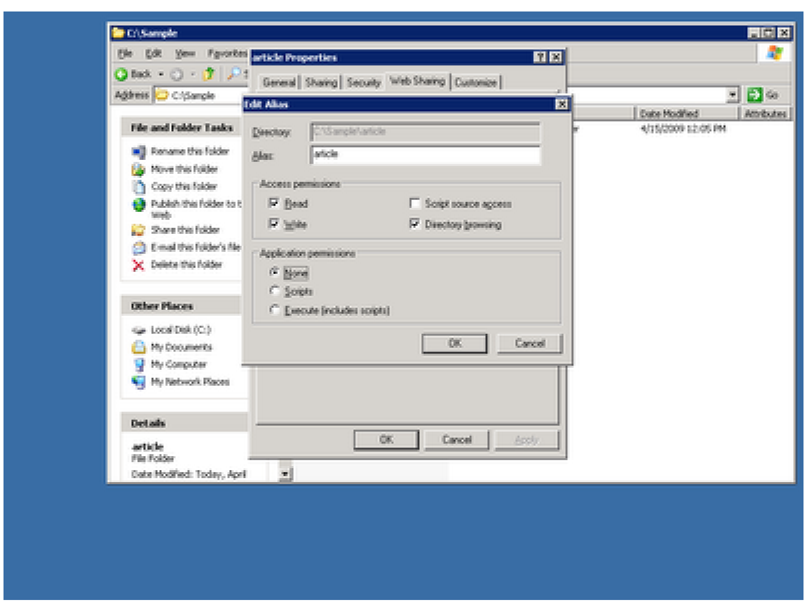


In the properties window, select the *Web Sharing* tab, and click on the *Share this folder* option. On this window, you could also choose to share your files in a location other that the *Default Web Site* on your server, but to keep it simple, I'm just going to use the default option.

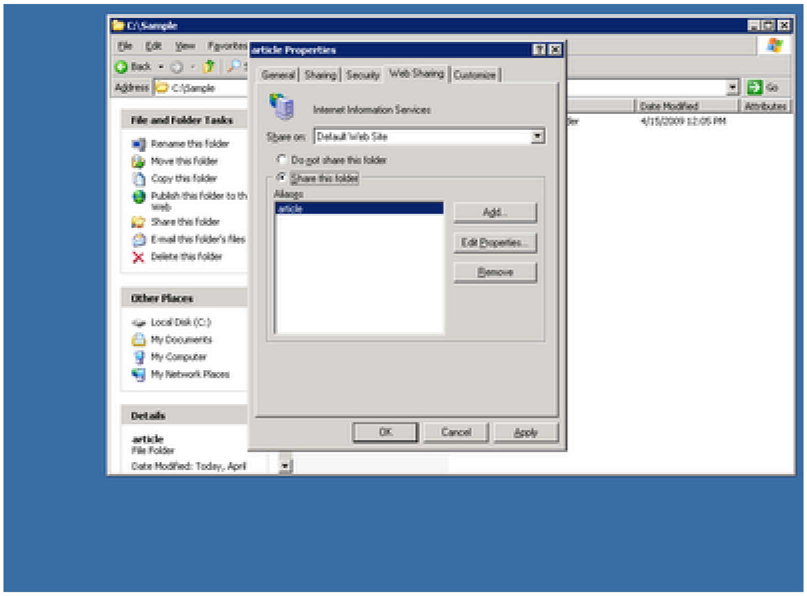


Choose an alias for the folder to be used on the Web share. You can just use the default alias which matches the directory name on the server, but if the directory name has spaces or other non-alpha-numeric characters in it (or if it is a long name) you may want to use a shorter alias. Later on, this alias will be part of the file location: *http://servername/**alias**/file.doc*.

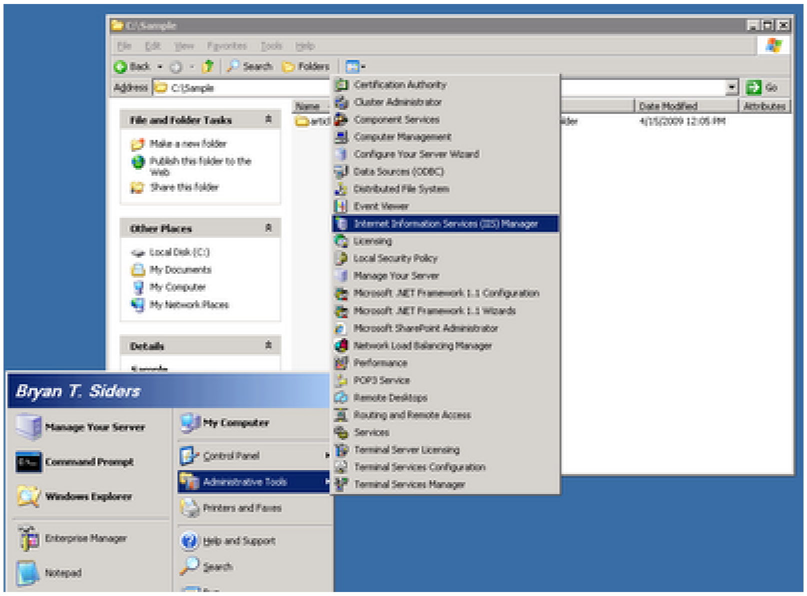
In the *Access permissions* section, only the *Read* option is required for the Related Links to work, but the *Directory browsing* option makes using the shared folder a bit easier, and the *Write* option allows the files to be updated through WebDAV connections to the folder. I'm going to use the directory browsing option later in this example, so if you're following along, you may want to do the same.



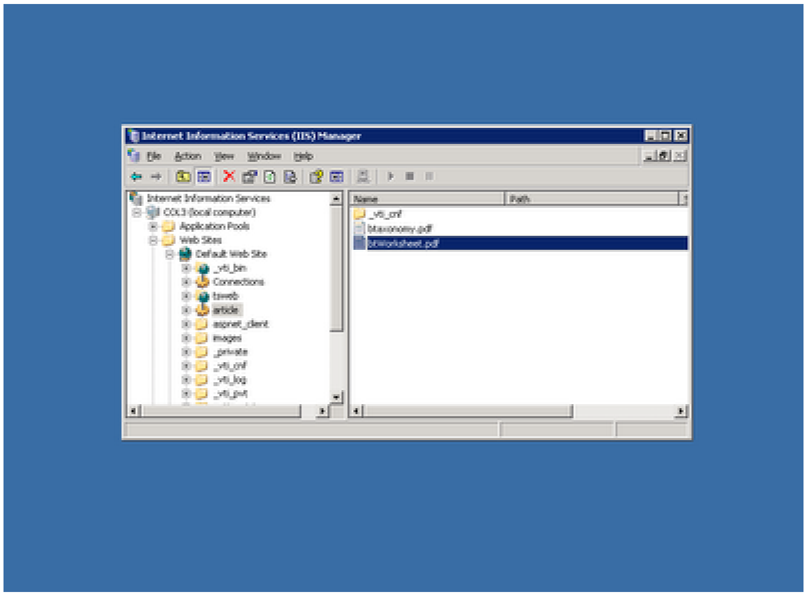
When you close the *Alias* window, the new alias will show up in the *Properties* window. Press OK a couple of times and close all of the open dialog windows.



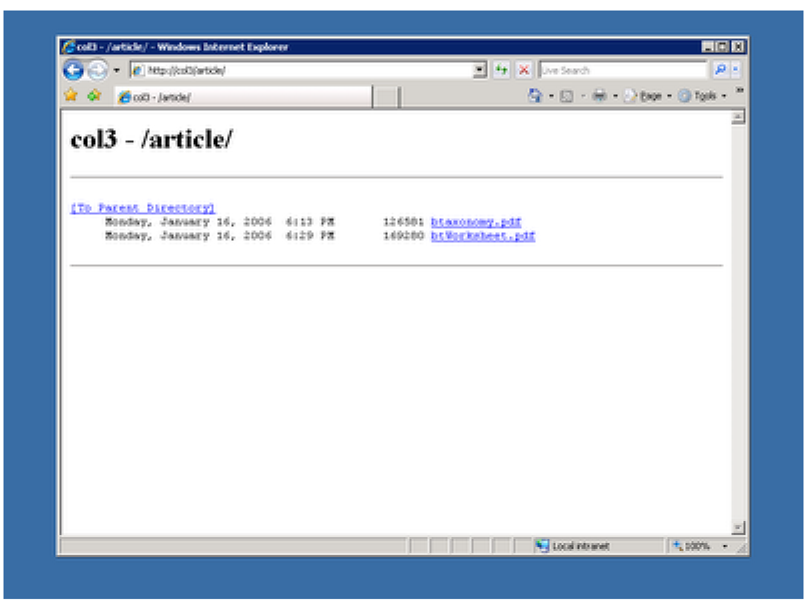
Now, you can check your IIS settings to see that the new web folder is being shared. Open the *Internet Information Services (IIS) Manager* in *Administrative Tools*. Administrative Tools may not show up on your Start Menu in the same spot it does for me, but it should be in there somewhere.



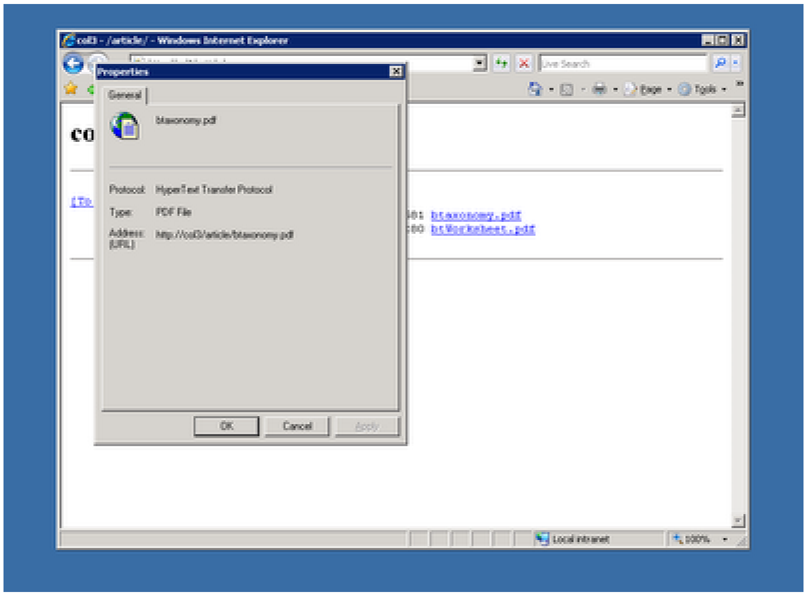
In the IIS Manager, expand the tree on the left side so you can see the Web Sites on your server. Under the *Default Web Site*, you should see a folder or cog icon that matches the alias you set for the shared folder. Select that alias and the shared files and sub-folders should show up in the right side of the window.



If everything is showing up in IIS Manager, it's time to try to open the links in Internet Explorer. Open Internet Explorer and type in the link *http://servername/alias* where *servername* is the machine name (mine was COL3) and *alias* is your web folder name (mine was *article*). Since we enabled directory browsing, this link opens up a directory view of the files available.



Right-click on one of the file links and choose Properties. This will show you the new Web address (URL) for the file. In my example, the link is *http://col3/article/btaxonomy.pdf*. You now have the new link that you can use in Connections Online.



That's it! Once you begin using these new links, they should become more and more familiar and easy to use, your Connections Online site will be more secure, and you will no longer have to worry about supporting the older link formats or older, less secure Web browsers.

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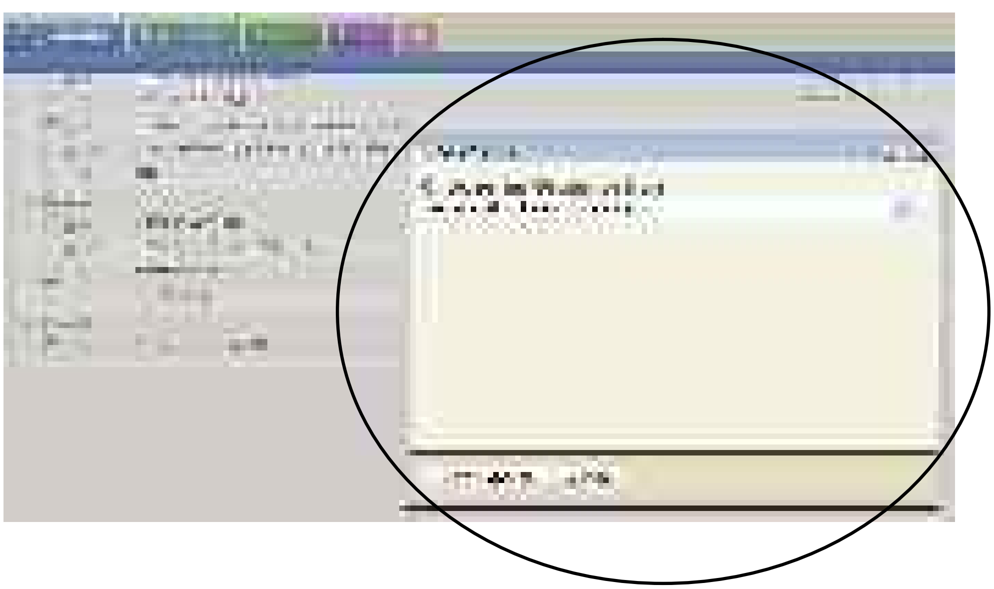
Navigating to other pages within the same tab hierarchy, or to other tabs:
Users will be able to change the page view within the same category. For example, to see the Organization Connection page for a different Organization, the User would use the cursor to roll over the tab name and the function "View Another" will be at the top of the list. The User will also see the most recent pages for that tab that the User has previously navigated to. The User will select "View Another" if the page is not listed, and select from the dropdown list (see picture below). Otherwise, use the cursor to click/select the page that is already on the list and the current page will refresh to the page selected. The User can also navigate to other tabs (Organization, Department, Project, People), and pages within those tabs, by following the same procedures as described above.



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Adding, Editing, or Deleting Data

Each data module (Main Column or Sidebar) for each page uses the following edit symbols, which the User (with proper security) will use to add, edit, or delete data.

Colored Text Link: These links can open an item to edit, or navigate to an item in a different tab. The User can use the cursor to hover over the data item – it will "turn blue" to show that it is a hyperlink. If the User clicks on the link, the item will open in a new tab for more detail. Or it will open the item's edit screen – whichever is appropriate.

 **Pencil Symbol:** Click this symbol to **EDIT** the element next to it.

 **The Add Symbol:** Click this symbol to **ADD** new data. The User can move the cursor over this symbol and left click to open a data input screen for that particular data module.

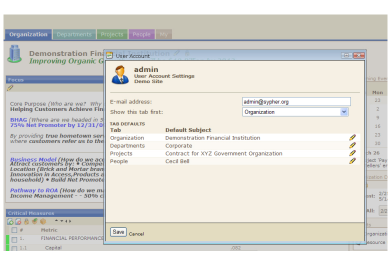
 **The Delete Symbol:** Click this symbol to **DELETE** an item. Click on the box next to the element to delete, then click the delete symbol and the item will delete.

 **Arrows:** Users can adjust the order of the information by using the arrows to move the item up or down, in or out. Simply select an item by clicking the check box next to the item, and then click an arrow to move the item up or down, in or out.

 **Green Check Mark:** Some data must be saved using the green check mark. If you see the green check mark, click it to save your data (i.e. trend data for critical measures). Use the X symbol to delete your entry.

Expanding and minimizing modules is done by clicking the minimize symbol to the left of the X at the end of the top title bar of every module. The X is used to remove that module from the User's view of that specific page. *If you remove the module from the page, you can restore it by clicking 'Edit Layout' at the bottom of the page. Then click the button on the top left of the page that says Reset Layout and your module will appear on the page.*

Setting Login Page: A User can set a preferred login page (e. g., the User logs in and every time the application will open to the User's People Connection Tab). To set a preferred page, the User can locate and click on his/her login name "Logged in as *your login name*" at the top right of the page. The User Account edit window will open; set the preferred login page, then save.



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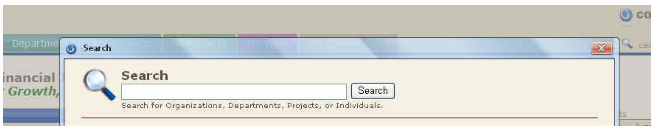
**Archive:** A User can view archived metrics or projects by clicking the archive symbol on the title bar for metrics or projects module.

Search Feature

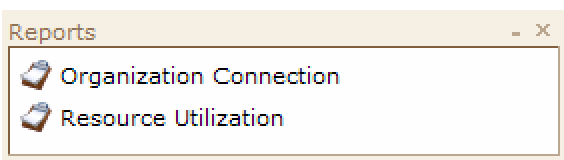
A search field is at the top right of the page that can search names of organizations, departments, metrics, projects, and people (but not tasks). Simply type in the phrase or word you want to search on and the list of items you have security to view will be on the list.



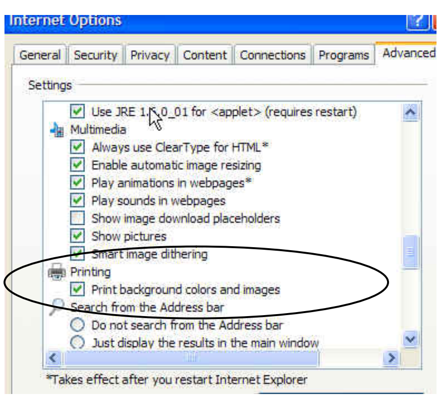
Printing a Connections Tab

A Connection Tab page can be quickly printed by using the print function on the browser. The User can select the view to be printed by selecting the page, opening or closing modules that the User wants represented on the printed page report, checking boxes next to line items to see more detail of a line item, etc.

Printing Reports: The User can print the specific Tab view report by clicking on the link in the Reports module on the Organization, Department, Project or People Tabs. The navigation to other like views will be either at the top of the report or on the left side navigation tree.

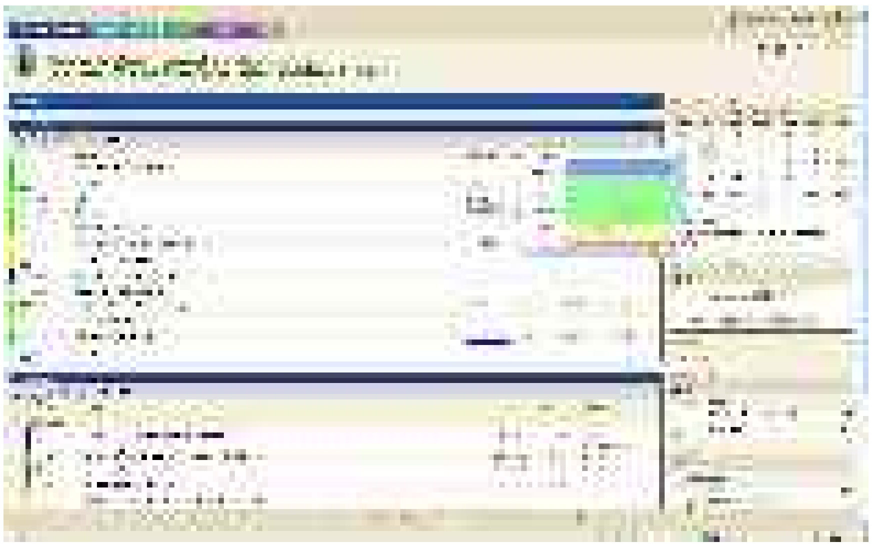


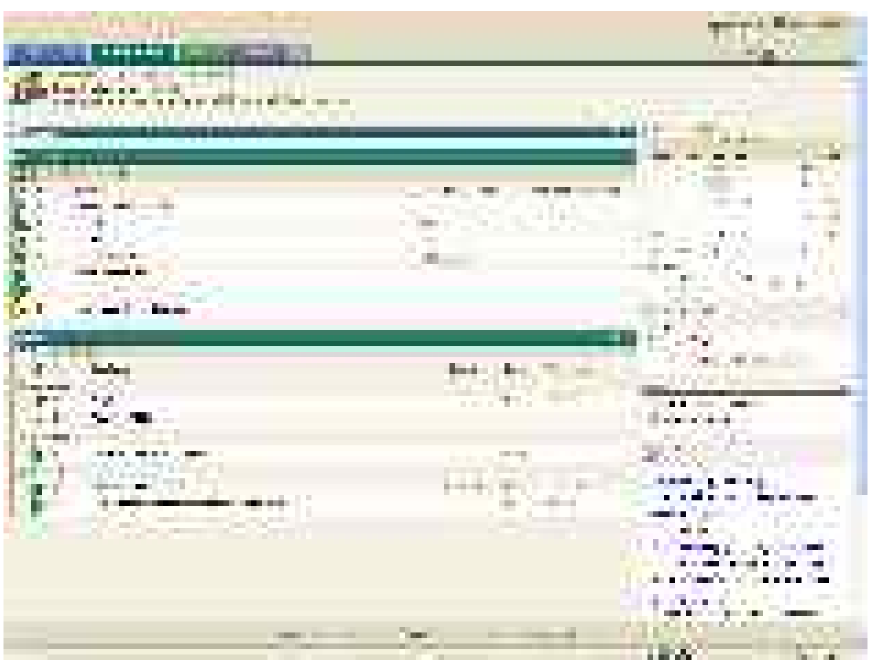
A User can set the print mode so that the specific colors on the Scorecard and Projects print as seen on the web page. By using the browser toolbar, the User can go to Tools/Options/Advanced, scroll down to Printing, and check “print background colors and images”.



In the Main Column of Tabs, the User will find default data "modules" reflecting the key imperatives for successfully running the business as it relates to the Organization, Department, Projects, and People. The data viewed for each Tab is listed below.

Organization Connection and Department Connection: the User can view Emotional Goal and Values, and (with proper security also be able to add/edit/delete) view the data for Focus, Critical Measures, and Projects associated with this tab.





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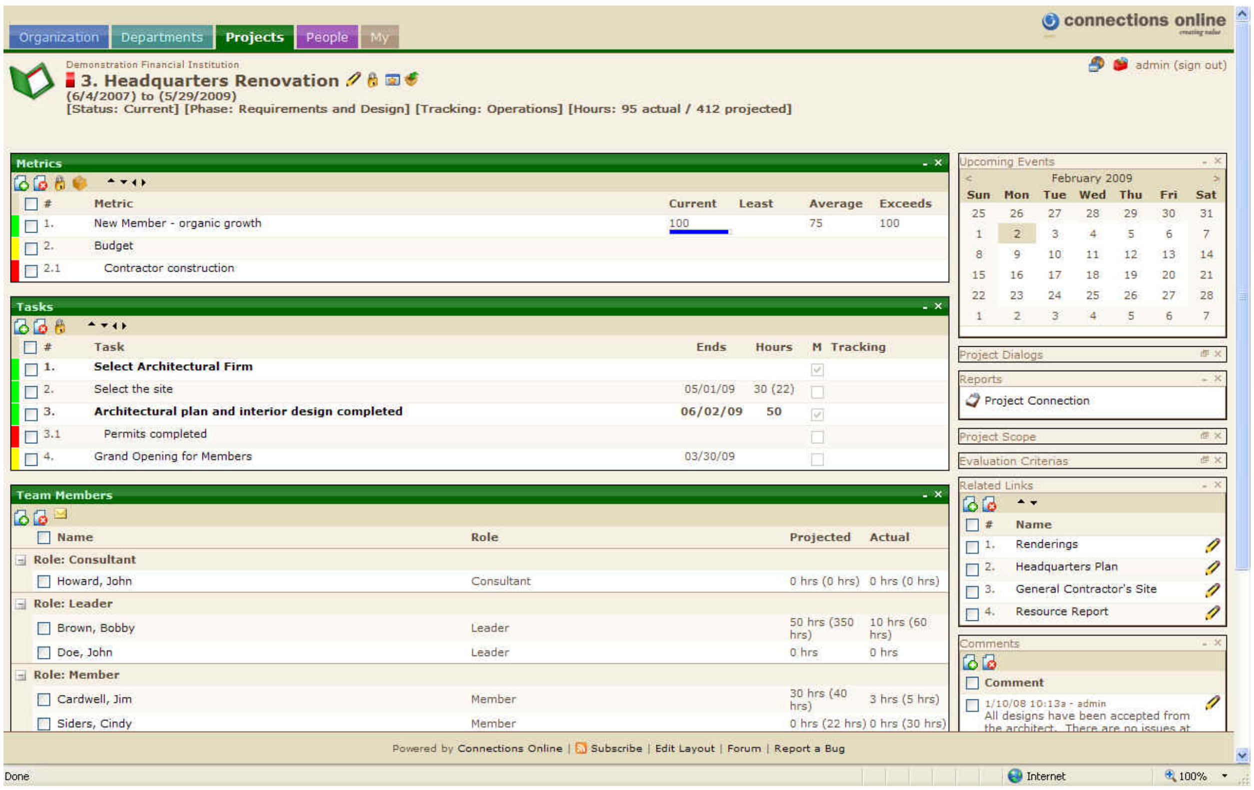
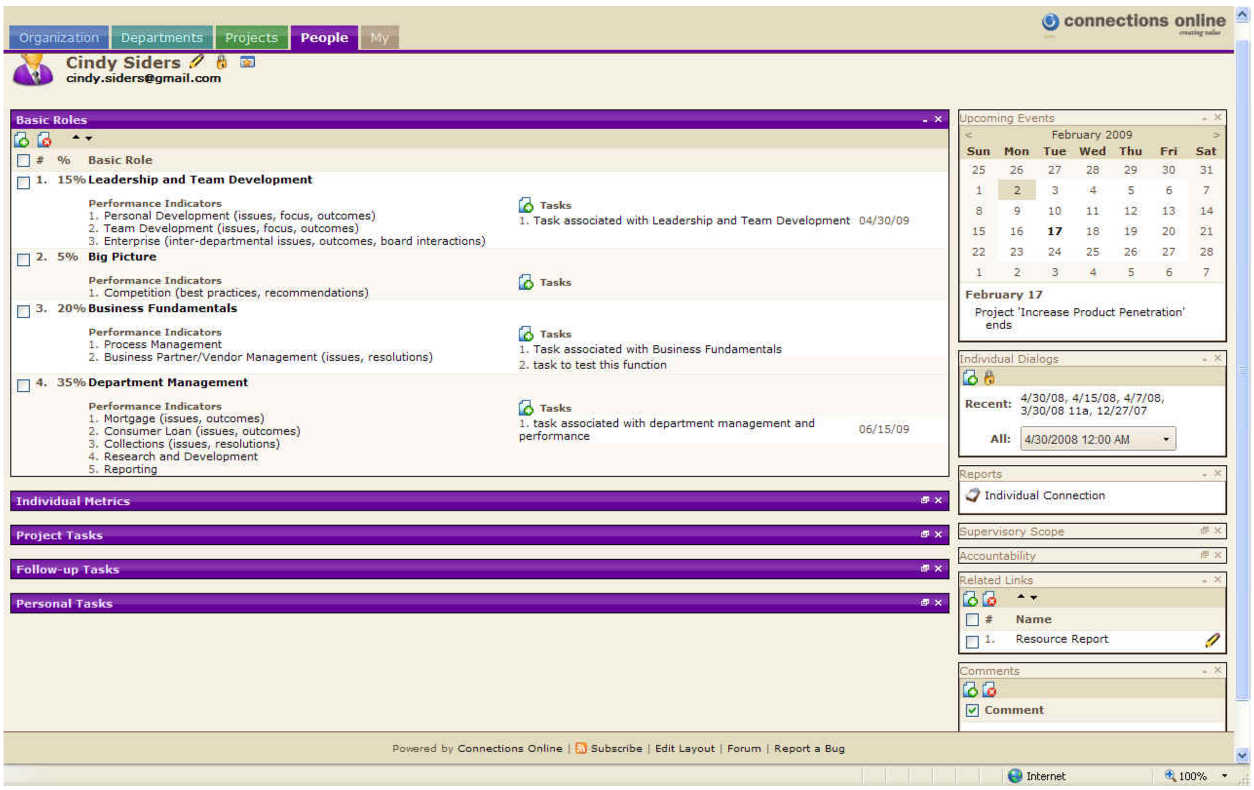
Project Connection: the User can view (and with proper security, also be able to add/edit/delete) data regarding the Project's Scope, Evaluation Criteria, Metrics, Team Members, Tasks (and associated deliverable Tasks).



People Connection: the User can view (and with proper security add/edit/delete) data for the Basic Role and Basic Role Tasks, Individual Metrics, Project Tasks, Dialog Follow-up Tasks, Accountability, Supervisory Scope, current project Individual Tasks, Dialogs, Dialog Tasks, and Personal Tasks.



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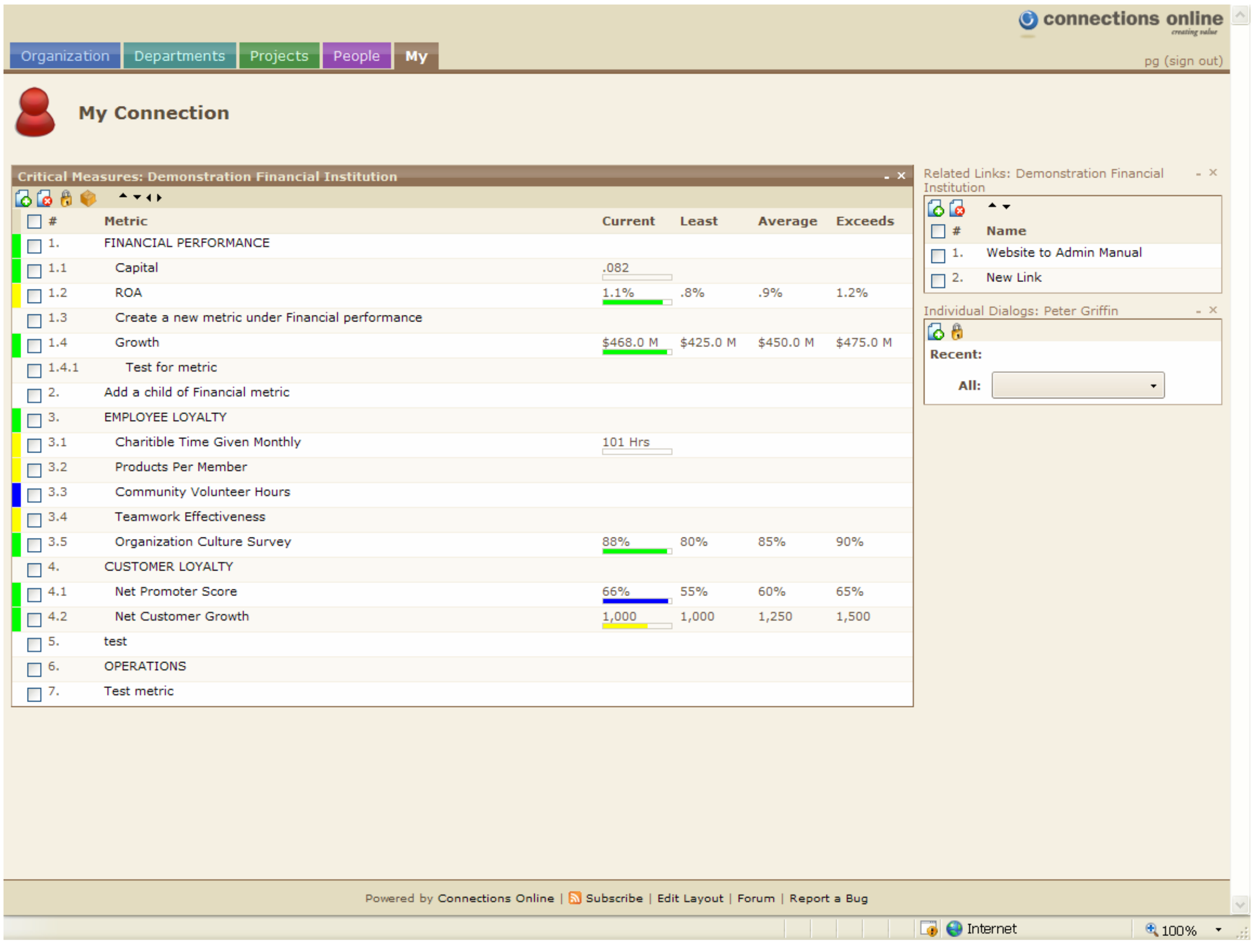
My Connection: based on User needs, the User can view any data module that can be seen in any of the Connection Tabs.

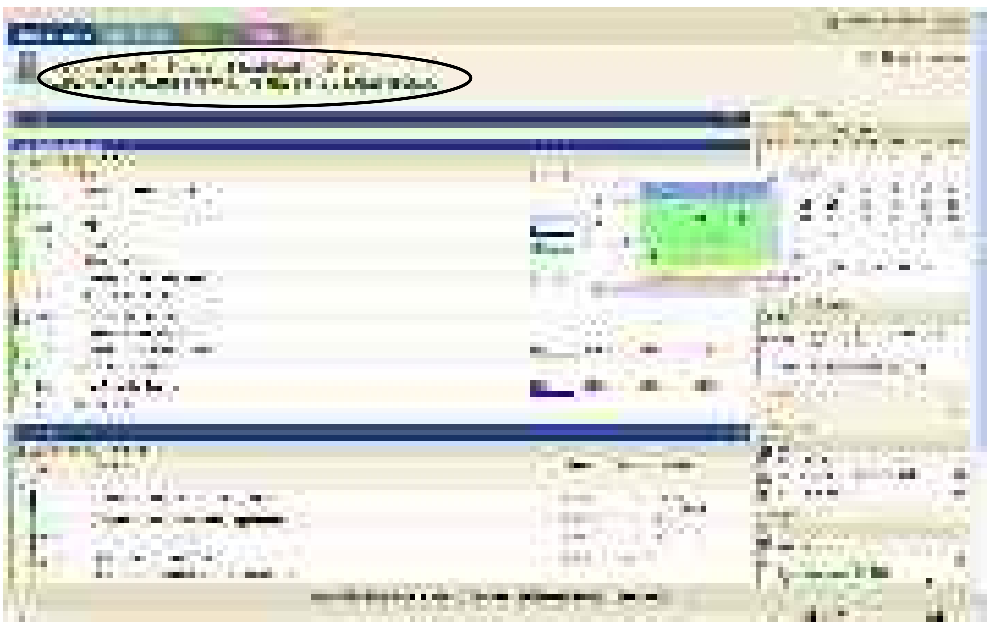


Organization/Department Connection

The Organization/Department Connection provides a clear focus for the organization's / department's strategy. This has five key imperatives. They are Emotional Goal, Core Values, Focus, Critical Measures/Scorecard, and Projects.

Emotional Goal/BHAG

This information is added at the Organization and Department Tabs. This is a short, measurable "emotional" statement (or Big Hairy Audacious Goal) that creates a common perspective throughout the organization about "what we are trying to do as a business." To edit this, click the pencil next to the name of the Organization or Department – and edit the Emotional Goal.



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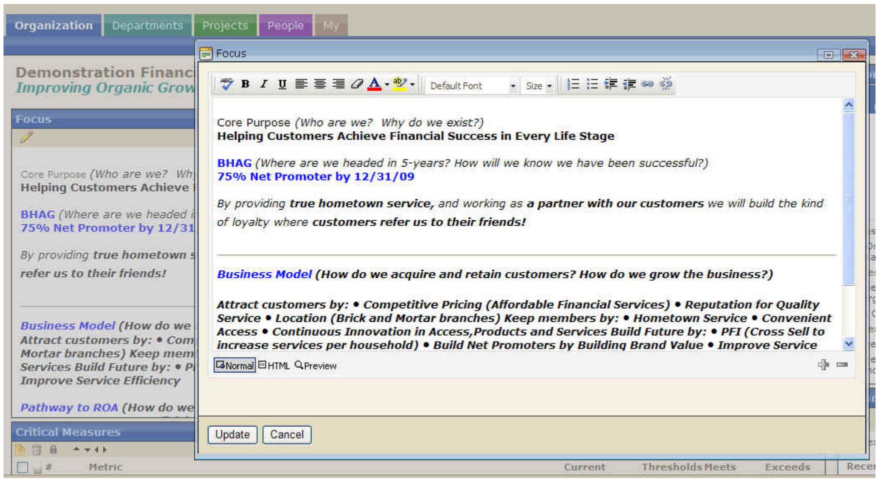
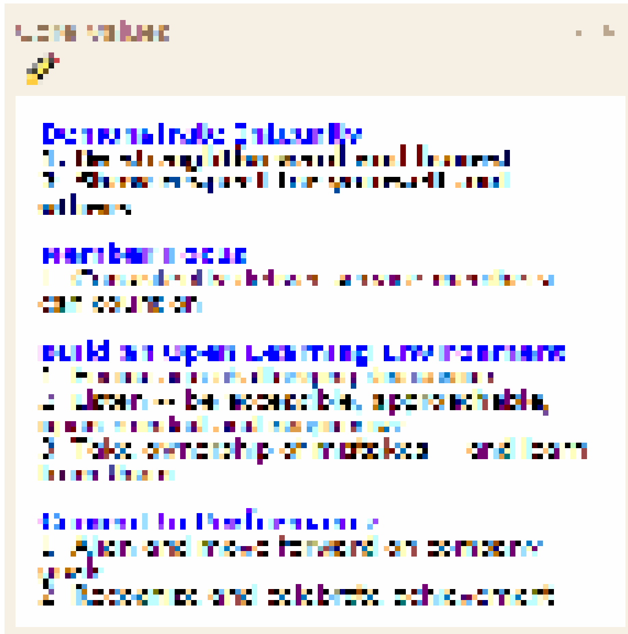
Focus

This is a summary outline of the business purpose and strategy. This is a “site” that can be used to create “stickiness” around an organization’s/department’s focus. Information can be posted that employees want to view daily or weekly. To create a special "look" of the focus data, the User may use the WYSIWYG edit text box to make font changes in color or typeface, as well as to create functional links. Users can also view in html to make additional interface looks.



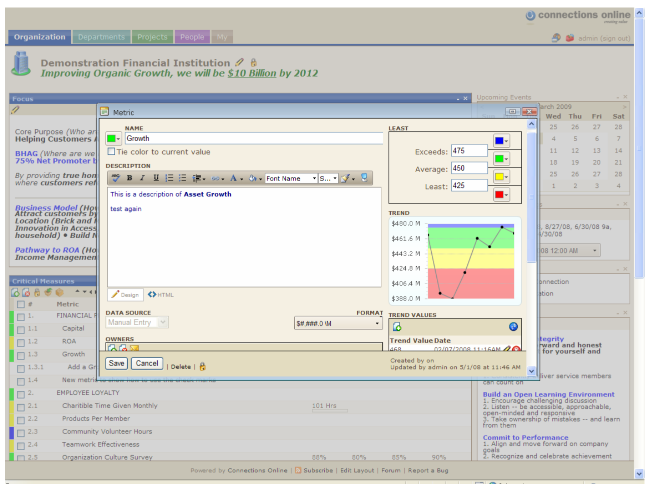
Core Values

This information is added at the Core Values module found on the right sidebar. This is a team consensus on "how the business will be run." These are the behaviors that the organization will "live" by and "be fired" by. Use the pencil edit symbol to open, edit and save the changes.

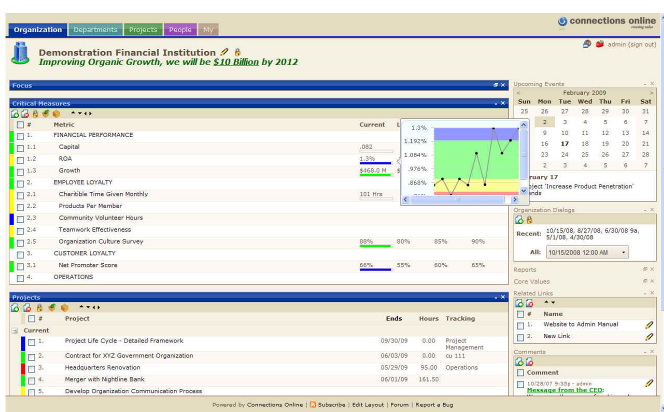


Critical Measures/Scorecard

This is a balanced list of the "critical few" performance measure targets that need to be achieved for short-term and long-term success. The Critical Measures/Scorecard View can show the hierarchy of metrics – starting by naming the Categories (for example Employees, Customers, Operations, Innovation, Community, etc.) and the Metric associated with the category names (the actual Critical Measure that the organization wants to track). The Edit View of the Critical Measure shows the color scorecard and shows the "Owners" of the Metric (which is also reflected in the Basic Role of the People Connection). The Edit View also lists the Trend Data (if appropriate) so that Users can see progress-to-expectation over time; this view also shows the color coded trend line showing progress to plan. Comments specific to a Metric can be noted in the Comment box. Related Links for documents or websites can also be added to support reporting and understanding of the Metric. Use the add symbol on the main page view to create a new Metric, use the arrows to move the Metric up/down/in/out on the list. To edit after the category /metric has been created, click the Metric link and the edit screen will open.

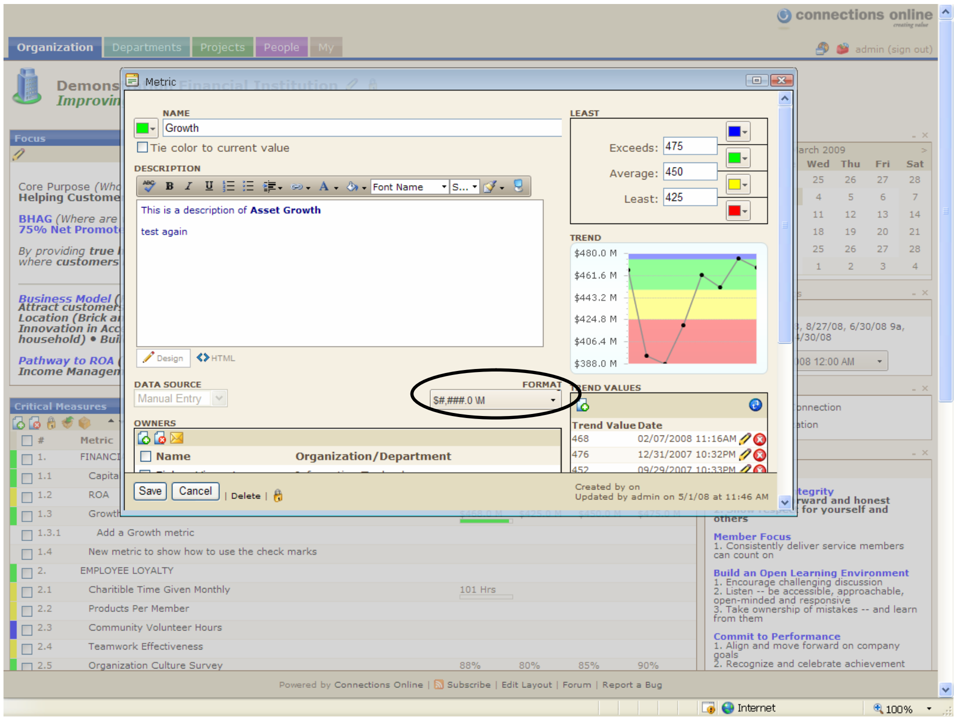


Rolling over the “current” metric reveals a pop-up trend “picture.”



Critical Measures/Scorecard, Formatting

For the Format field, there are commonly used format strings found in the menu when the drop down arrow is clicked. If the desired format formula is **not** on the list, a User can delete the data currently appearing in the Format field and input a custom formula (review the table on the next page). A custom format formula will be available for that specific Metric only.



User Defined Numeric Format Examples

Some sample format expressions for numbers are shown below. (These examples all assume that a system's local setting is English-U.S.) The first column contains the format strings. The other columns contain the output that results if the formatted data has the value given in the column headings (minimum, meets, exceeds and trend data). A User can choose the format string that will represent the format for the metric to show (type it into the format field on the metric edit page if it is not available by default).

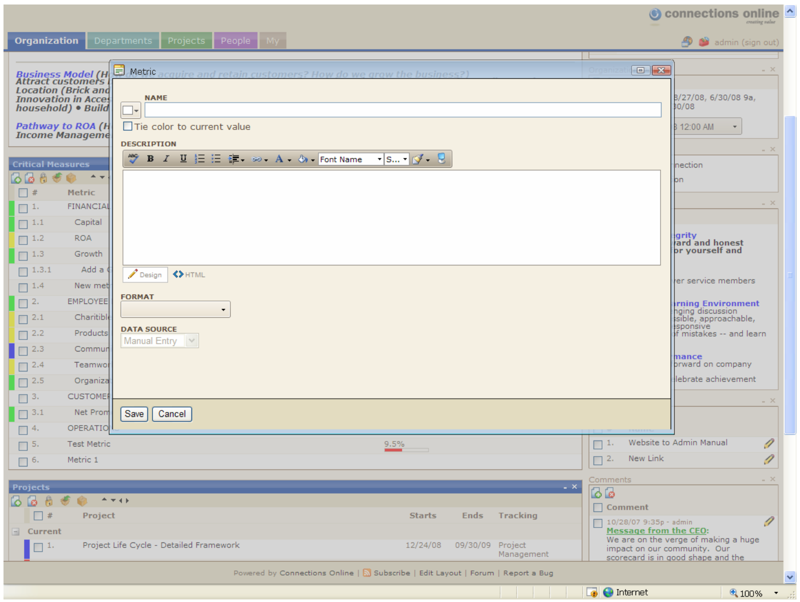
Format (*if typing the following format string, the columns to the right will show the results)*	If **5** typed: (**positive** # in minimum, meets, exceeds fields)	If **-5** typed: **(negative** # in minimum, meets, exceeds fields**)**	If **.5** typed: **(Decimal** # in minimum, meets, exceeds fields**)**	If typed: (**Null)**
Zero-length string	5	-5	0.5	
0	5	-5	1	
0.00	5.00	-5.00	0.50	
#,##0	5	-5	1	
#,##0.00;;;Nil	5.00	-5.00	0.50	Nil
$#,##0; ($#,##0)	$5	($5)	$1	
$#,##0.00; ($#,##0.00)	$5.00	($5.00)	$0.50	
0%	500%	-500%	50%	
0.00%	500.00%	-500.00%	50.00%	
0.00E+00	5.00E+00	-5.00E+00	5.00E-01	
0.00E-00	5.00E00	-5.00E00	5.00E-01	

Examples of Common bank Measures and Formats:

Common Credit Union Measures	**Formatting Examples**	**Numeric Data to be Displayed**	**How Number Displays on Org/Dept Tab**
ROA	#.####%	.0097	.97%
Percentages	#.####%	.85	85%
Dollars	$#,###	4500	$4,500

Critical Measures/Scorecard, Entering Metric Data

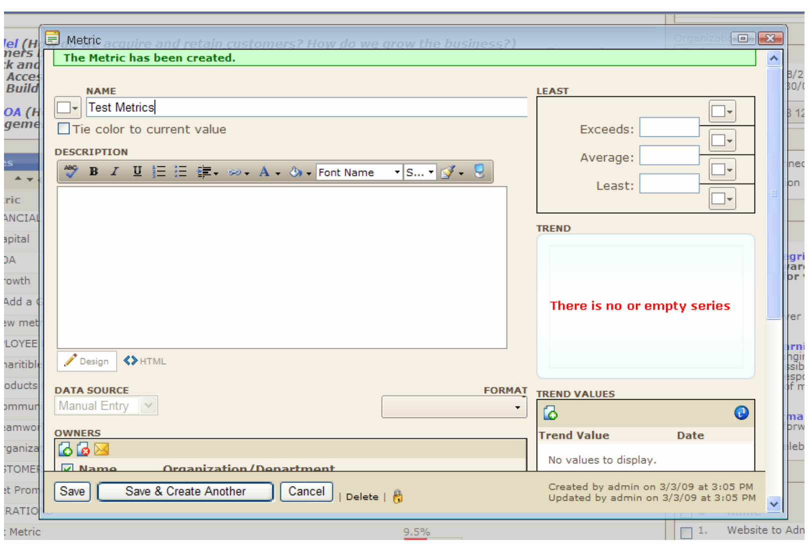
To enter data, click the Add symbol and type in the name and description of the metric.



Click Save.

The next edit screen opens and a User can input additional detail about the Metric:

- <u>Thresholds</u>: [lets the User input 3 levels of colors for easy view of Scorecard] (Enter threshold number/metric, and select the colors to indicate the different thresholds.)
- <u>Format</u>: See previous section



- <u>Trend Values: </u> [The trend values create the trend "picture view" of the on-going performance of the threshold information.] (Click the Add symbol and type in the value

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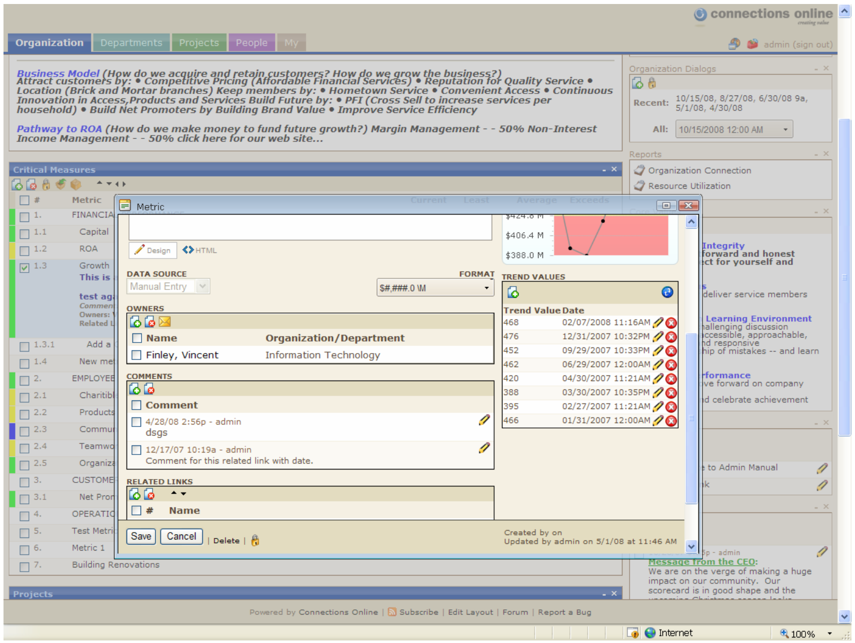
and the date of the value. Make sure to click the "green checkmark symbol" in the trend value edit screen to save the value.)



- Data Source: this will allow the User to select data sources to auto-populate the trend data information – *it is disabled at this time*.
- Owners: add the individual(s) who are accountable for updating the metric.
- Comments: the Owners will provide the comments related to the metric (saves date and time of comment).
- Related Links: Owners can add related links specific to this metric – this can be from the User's network or web.

When the User is done inputting the detail, select Save at the bottom of the screen and the data will save and the edit window will close.

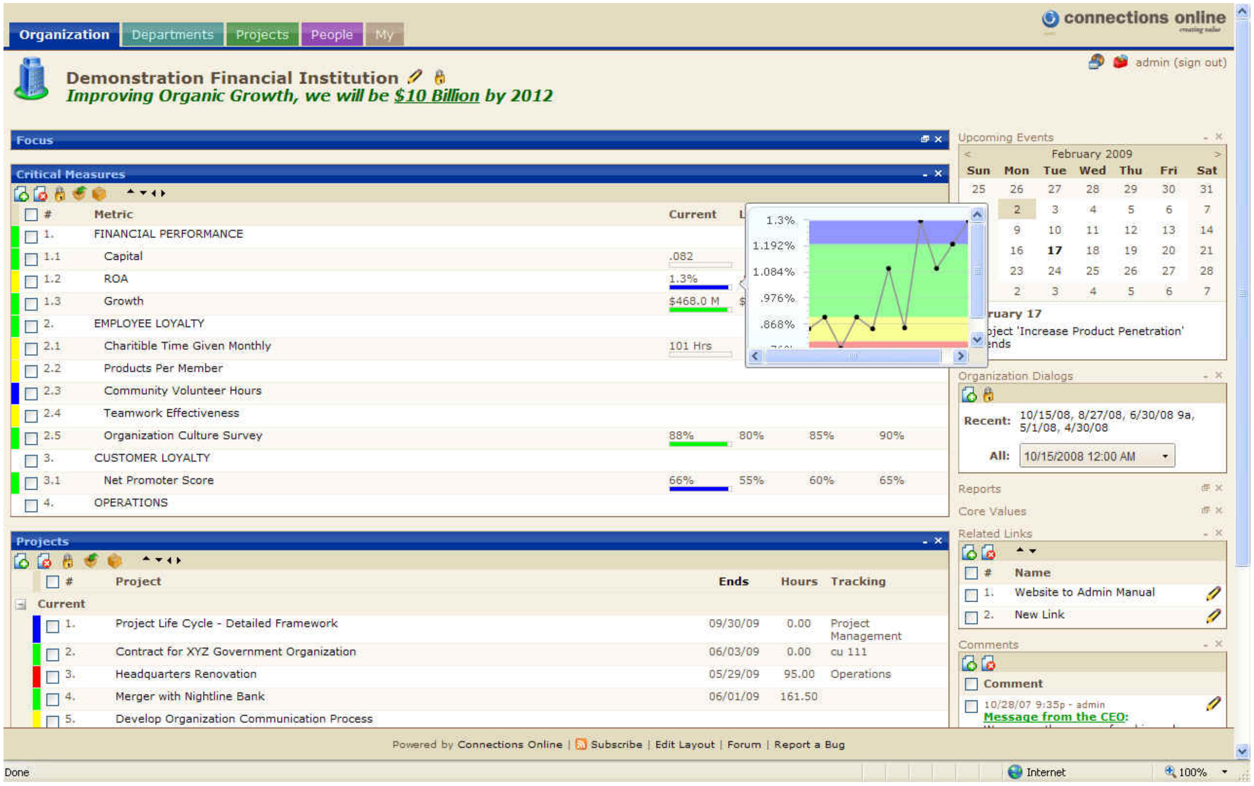
After the User creates a new Metric (saves the name of the metric and adds detail in the second edit screen) the User can then create another metric from this screen by selecting "Save and Create Another Metric." The User can then create another metric, save, add data detail, and select "create another" and so on until all of the metrics have been input.

Once the Metrics have been entered and saved, the User will see the list of Metrics on the Metrics module. To move the Metrics up/down/in/out, the User must select the metric by checking the box to the left of the metric name, and using the arrow symbols to move the metric to the desired position.

Projects

Projects can be found on the Organization and Department Tabs. Projects are an agreed-upon, priority listing of the projects/goals that merit organizational resource allocation, and cross-discipline attention. Each is a brief statement that explains the purpose of the team, answering the questions: What will this project team do that no one else in the organization is doing? What organizational goal does this team support? What resources are required? What is the scope of work involved?

There are five categories of Projects: Current (the "critical few" priorities that require immediate resources and focus), Queued (the priorities that are "on hold" until resources are freed up from completed Current Projects), Queued Long-Term, Completed (the priorities that have been completed and there is a "record" for celebration), and Dropped (the priorities that the team has agreed to drop due to adjustment to strategy, lack of resources, etc.) On a monthly basis, the team re-prioritizes projects and resources and adjusts the Project module "just-in-time."



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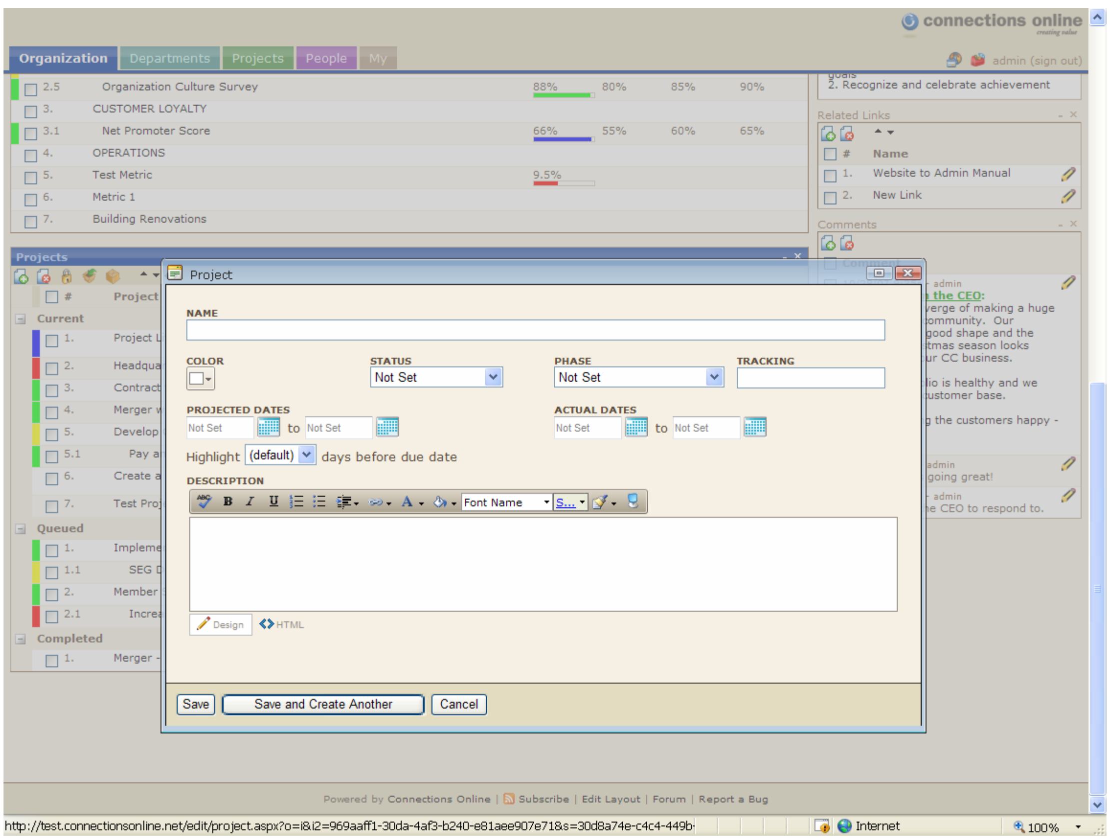
Project General Information: This Project tab lets Users select a Project to be able to view: sponsor/customer, project health through scorecarding, the project's status (current, queued, queued long-term, completed or dropped), project phase, its priority ranking, the project scorecard, start date, near date, end date (the date the project will actually be completed). There is also a comment field to keep everyone abreast of progress, if appropriate.

In the Organization or Department tab, select the Add symbol to open the Project window.

Input the data that will provide Users with information about the project:

- Project Name
- Project Color (tells the other viewers about the "health" of the project)
- Status (how resources are being used in relation to the project status i.e. current – currently being worked on, queued – waiting for resources to work on it, long-term queued, completed, etc.)
- Phase (project phases i.e. business case, design, construction, testing, production, etc.)
- Dates – Projected and Actual
- Click "Create" to save the information.



Adding Project Detail

Once the Project has been added, the Project will open. If a User wishes to open the Project from the Organization or Department Connection Tab, click the Project link on the Project module and it will automatically open in the Project Tab.

To edit the Project Status detail (or any other detail) at the top of the page, a User can click the edit pencil symbol next to the name of the project to open the edit window.

Add or Edit the Project Metrics. Procedures are the same as for the Organization/Department Metrics.

Add or Edit Project Team Members by clicking the Add symbol in the Team Member section. On the left of the edit window, a User can select and add the people who will be on the team (click the box next to the name, then click the Add button). On the right, select their project roles from the drop down menu and, if desired, input their projected time to be spent on the task. [As the individuals work on the task, they can enter total time spent on the task.] When you are finished using this window, click the Save button. *Make sure to select a Team Member role because roles are linked to project security.*

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Project Tasks

Project members can add Tasks, set them as "milestones," and color code the health of the task. The "Tasks" will be tangible results, stated in past tense. For example, if getting 10 people to participate in a focus group was a step in achieving the goal of the project, *calling 10 people* is an activity, *10 people participated in the Chicago focus group* is a Task. When viewing the Task module, members can change its Priority (e.g., low, normal, high), add People Responsible (which will automatically link and show up on their respective People Connections) and write Comments about this task.

Tasks

#	Task	Ends	Hours	M	Tracking
1.	Select Architectural Firm	02/04/09			
2.	**Architectural plan and interior design completed**	**06/02/09**	**50**		
2.1	Permits completed				
3.	Select the site	05/01/09	30 (22)		
4.	Grand Opening for Members	03/30/09			

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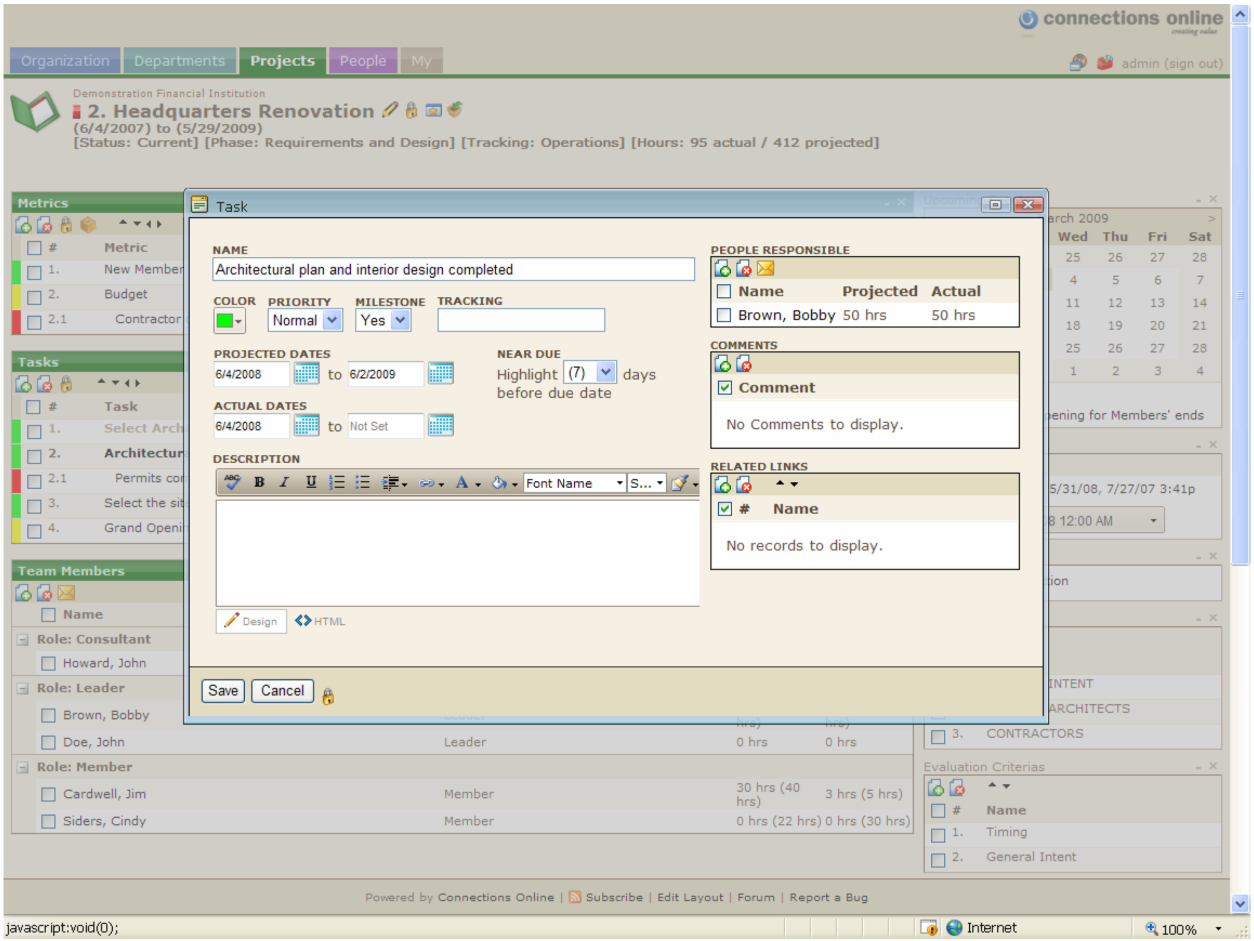
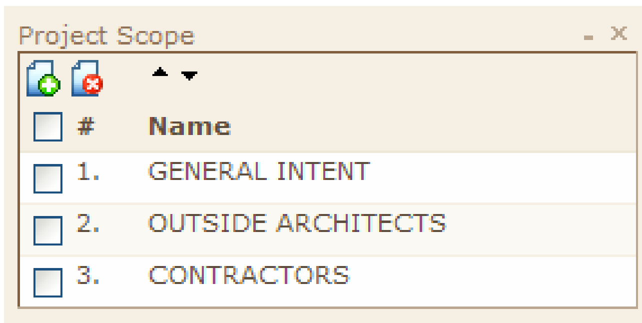
Add Task by clicking the Add symbol. Add task Name, task Description, Projected and Actual dates. (Please note, once a User adds the Actual end date, the Task will appear faded with a green check mark at the end of the task, to show it as completed on the Project Tab.)

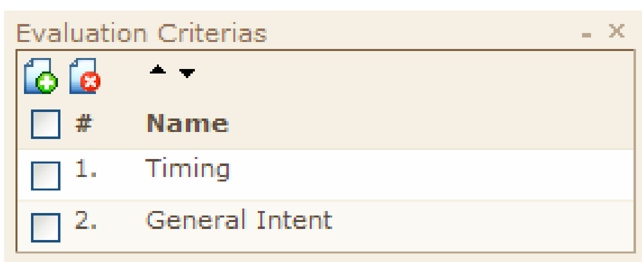
Save the Task by clicking the Save button. A new window opens to enter additional Task detail: Color for health of project, Person(s) Responsible, Comments, and/or Related Links. When finished, click the "Save" button.



<u>Project Scope</u>: this module shows the intended scope of this Project – what is included and what isn't included. In the Project Goal, there is a brief statement that explains the purpose of the Project. The Scope will spell out what the Project's end product will be, for example research report of what, benchmark metrics in what form and of what, study in what form and of what, presentation analyzing what, development of a plan for what, make recommendations on what, make a decision regarding what, implement what, run what… Examples of Scope might include such things as: develop a plan, develop/administer/analyze survey results, make recommendations, develop new business process schematic, develop and implement training programs on new business process, train all employees on business process, etc.



<u>Project Evaluation Criteria</u>: this module is an explanation of how this Project will be evaluated – when you will know it is done and how you will know if it is successful or not. It answers the questions: What will happen as a result of the Project being accomplished? What will improve? How will improvement be measured? What will be different?



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Optional

Project Authority: this document (see Appendix A for sample) will outline the authority of a Project team. Most Users will not use this page. However, if it is to be used, the following question will help determine whether to fill it out or not: What unique authority will these Project team members have that other teams will not?

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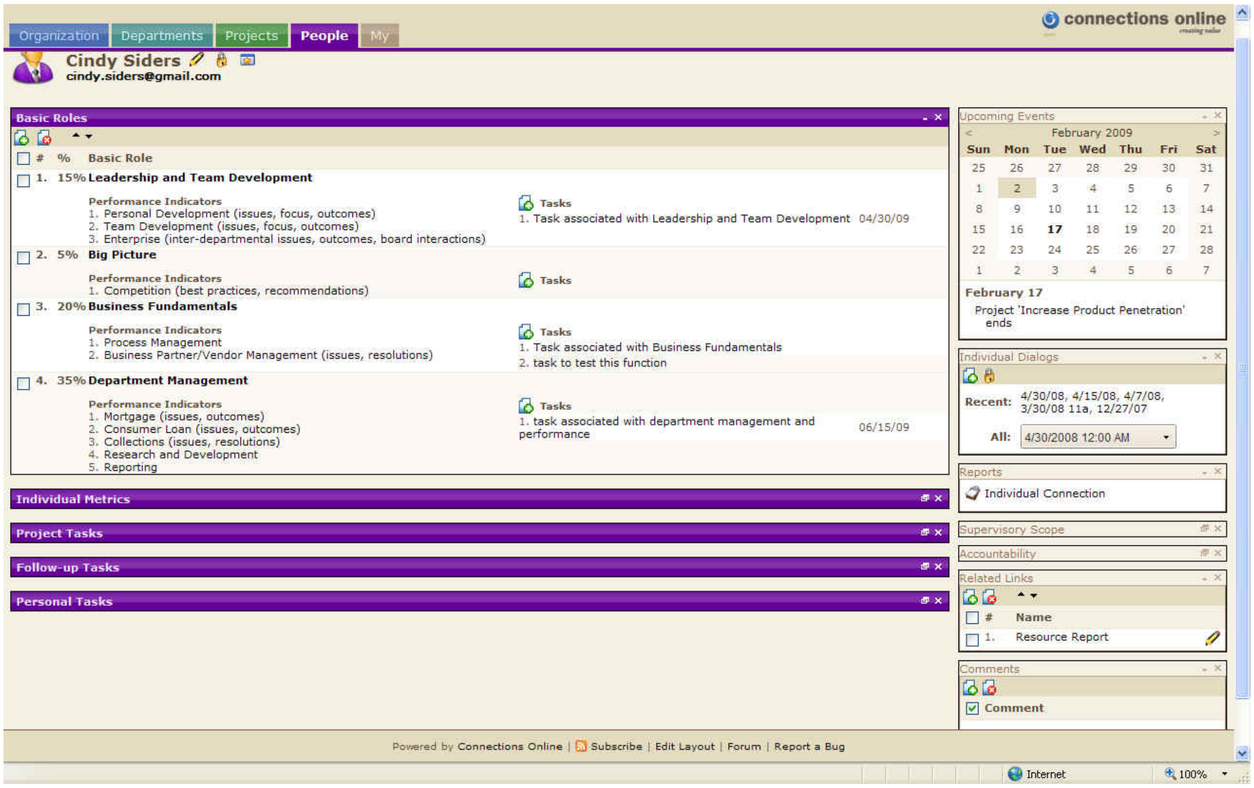
People Connection

The People Connection provides a clear focus for the resources controlled by an individual. It links individual results to organizational outcomes. Everyone understands how he/she contributes to the success of the organization. It is used as an important guide for prioritizing the allocation of resources, recognizing performance, coaching, and for updating targeted outcomes throughout the year.

<u>**Basic Role**</u>

Organizational and departmental scorecards drill down to the Individual's Basic Role as well as the individual scorecard. This clearly links individual focus with desired organization outcomes. It contains clear, agreed upon personal performance goals and appropriate indicators. The Basic Role is made up of 4-7 Key Result Areas, many of which will align back to the Organization's Critical Measures/Scorecard.

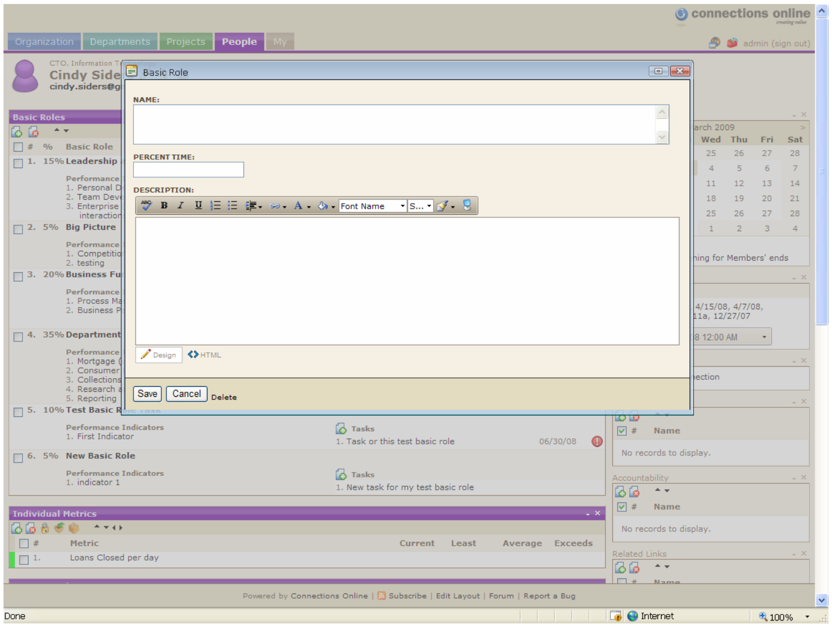


The specific indicators for each Basic Role Area (Key Result Area) will be either quantitative or qualitative. The Scorecard module can provide specific detail for qualitative information. A User can add Basic Role Key Result Areas [KRA] and KRA Indicators [KRIs]. There is a comment box for each Performance Indicator (Key Result Area Indicator) where a User can note variances to the Indicators. These Key Result Areas should equal 100% of the "work to be done" by the User.

Users can also post and track Tasks associated with each Basic Role KRA.

Basic Role Detail:

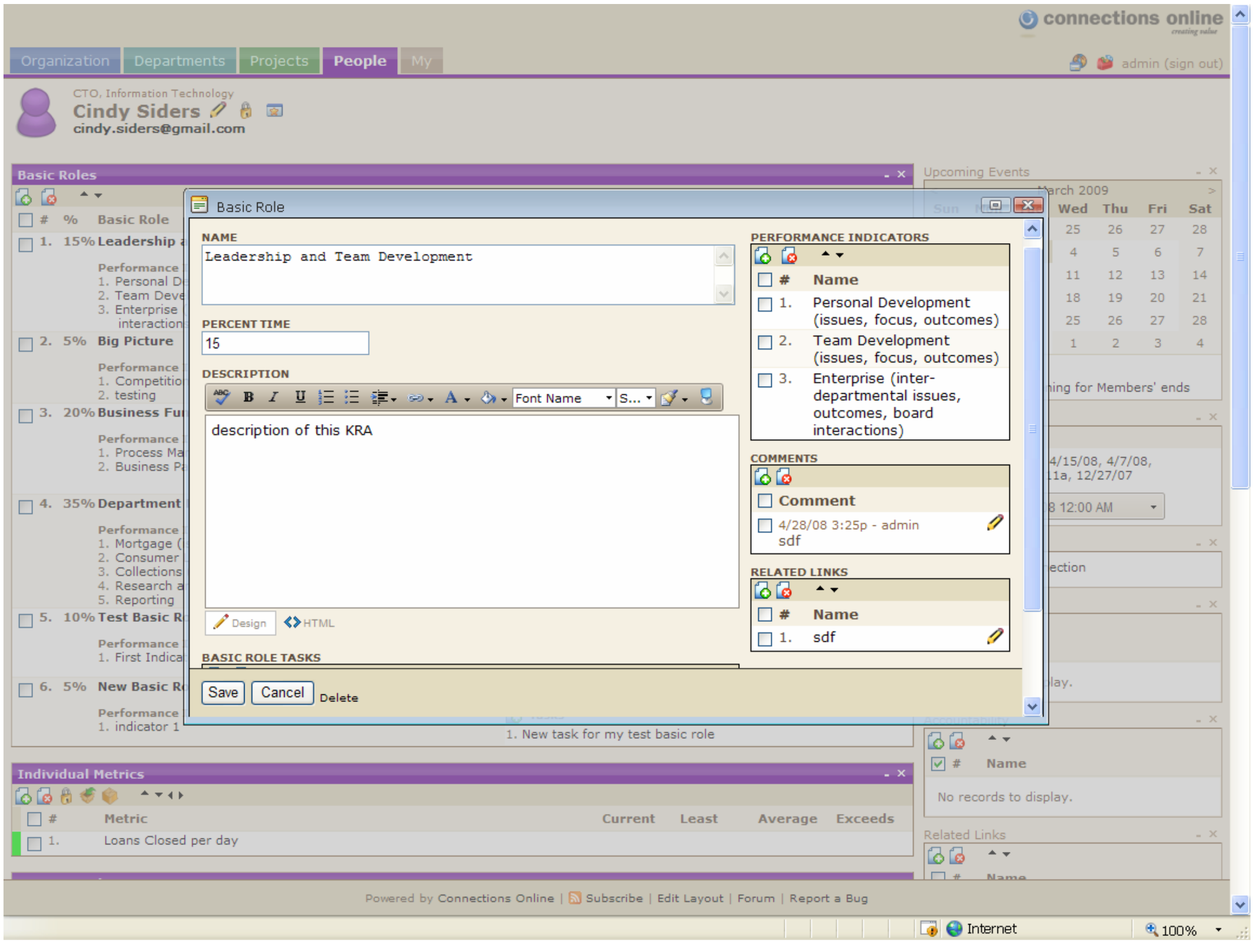
Click the Add symbol which will open the first edit window. Enter a Basic Role Area (KRA), including the percentage of time a User will spend in that area. Users can also add a description of the KRA.



Click the Save button to save the information, which will open the Basic Role detail edit window. Click the Add symbol to add the Performance Indicators (KRIs), then click the Save button. You can click Save again to save or to add additional Performance Indicators, click the Save and Create Another button. When all have been added, click Save.

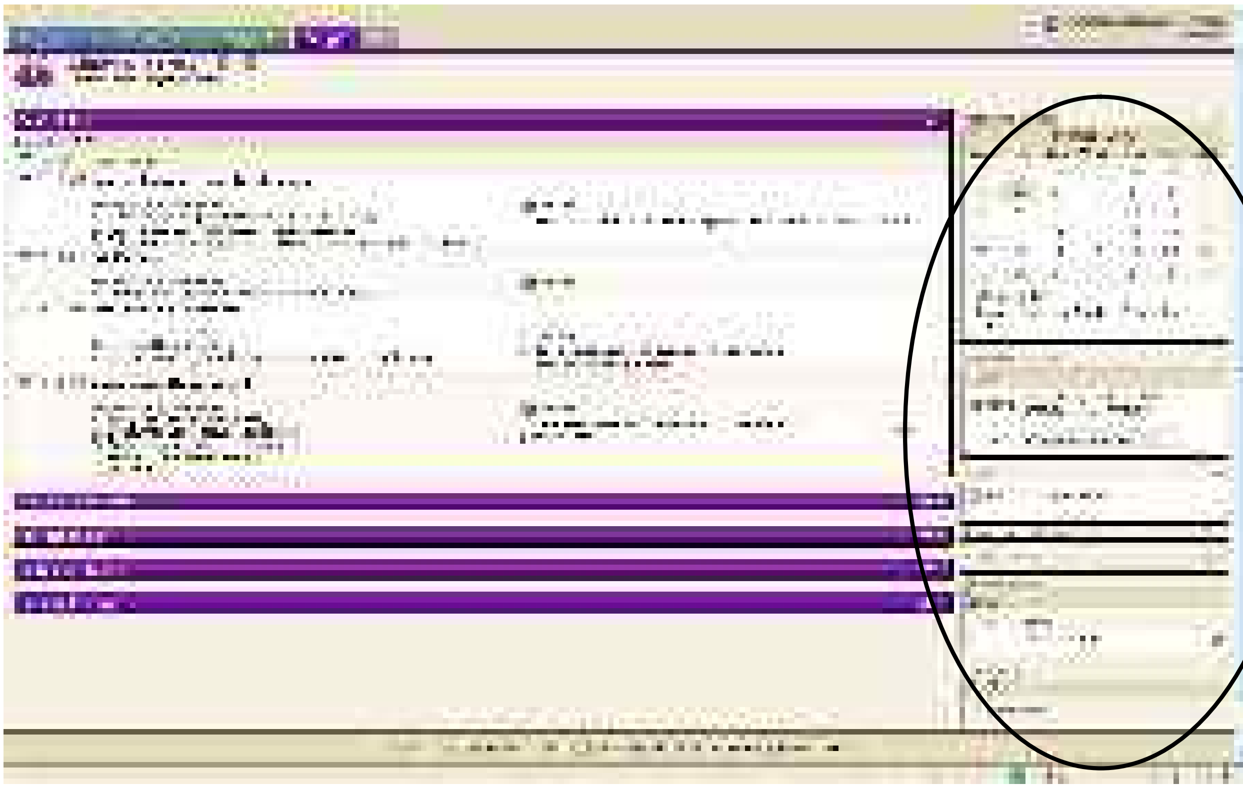
After the Performance Indicators have been input for the Basic Role, they can be edited through the Performance Indicator link. The Performance Indicator can also be selected to move up or down using the arrows.

Other information for each Basic Role can also be edited (Tasks, Comments, and Related Links). Once a User has entered the Basic Role data, the User can click the Save and Create Another button or click the "Save" button to close the window.



Overall Accountabilities Module

This module reflects what the individual is accountable for – Why does this position exist?



Supervisory Scope Module

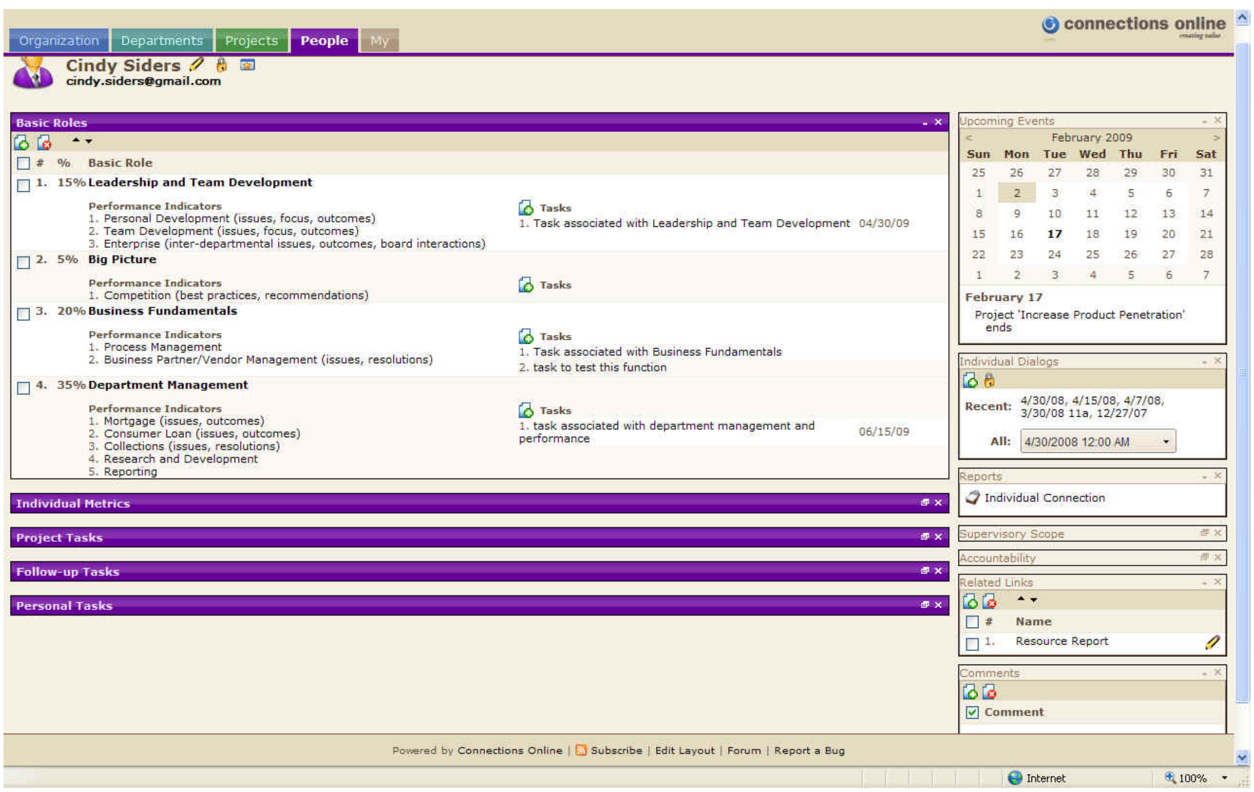
This module defines the Departments (or major functional areas) under a User's supervisory control.

Project Tasks, Follow-up Tasks and Personal Tasks

The Project Task module shows an individual's agreed-upon accountability for Project Tasks related to an Organization or Department Project(s), for which the individual is a team member and has task accountability. These tasks can be edited/modified from this module.

Follow-Up Tasks come from any Dialog across the enterprise that the User has accountability for.

Personal Tasks are set at the People Connection level and provide a User with the ability to edit/update task information from the People Tab task modules.



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Authority Matrix Document

The Authority Matrix is posted as a Related Link on the People Tab's Related Link module. This document reflects the organizational levels' (e.g., Board, CEO, Executives, Senior VPs, Directors, Managers, etc.) authorities for each agreed-upon business category (e.g., hire, fire, budget, planning, etc.). It also reflects the individual's Job-Specific Authorities, which are specific to the role. For example, "the Senior VP of Finance has $1 Million signature authority to change an investment." See appendix B for a sample.

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Dialogs

Introduction

The Organization, Department, Project and People Tab Dialogs are critical to sustaining the connectivity of everyone to the focus of the organization and each person's contribution to that focus. The philosophical foundation of this methodology is providing focus, accountability, and authority to perform. The Connections Online approach provides the methodology for executing the Strategic Plan.

This means that for the process to be optimally effective, the boss needs to "coach" and subordinates need to "take responsibility" for their roles in the organization. The organization also needs to reinforce desired outcomes through intrinsic and extrinsic rewards. This coaches the organization to bring these imperatives to life for all participants.

The key to the success of any organization is to be able to "turn on a dime." Other critical building blocks of the Connections' methodology to achieve this are communication, feedback, and corresponding adjustments to the content of the framework. These adjustments are achieved through on-going Organization, Department, Project and People Dialogs.

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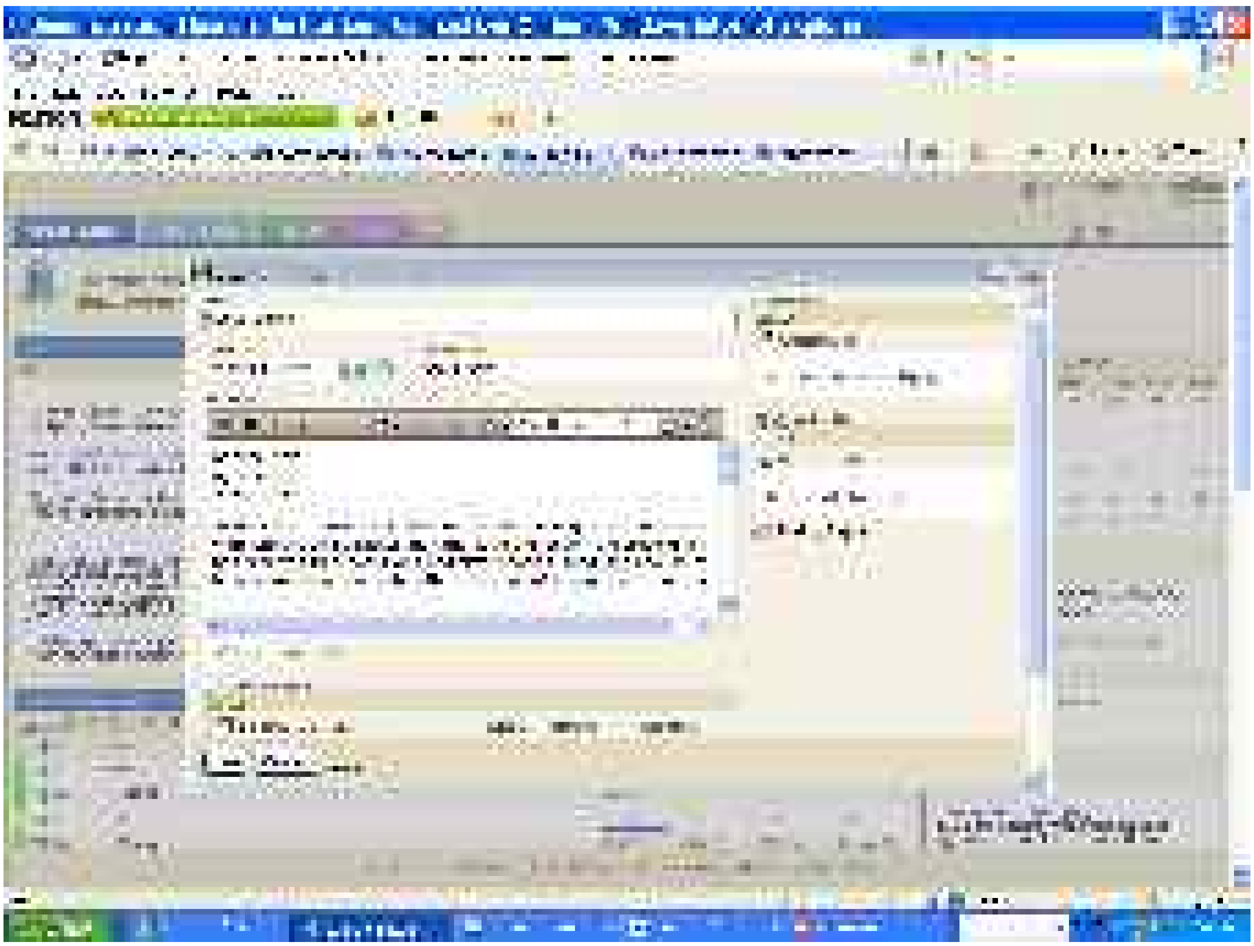
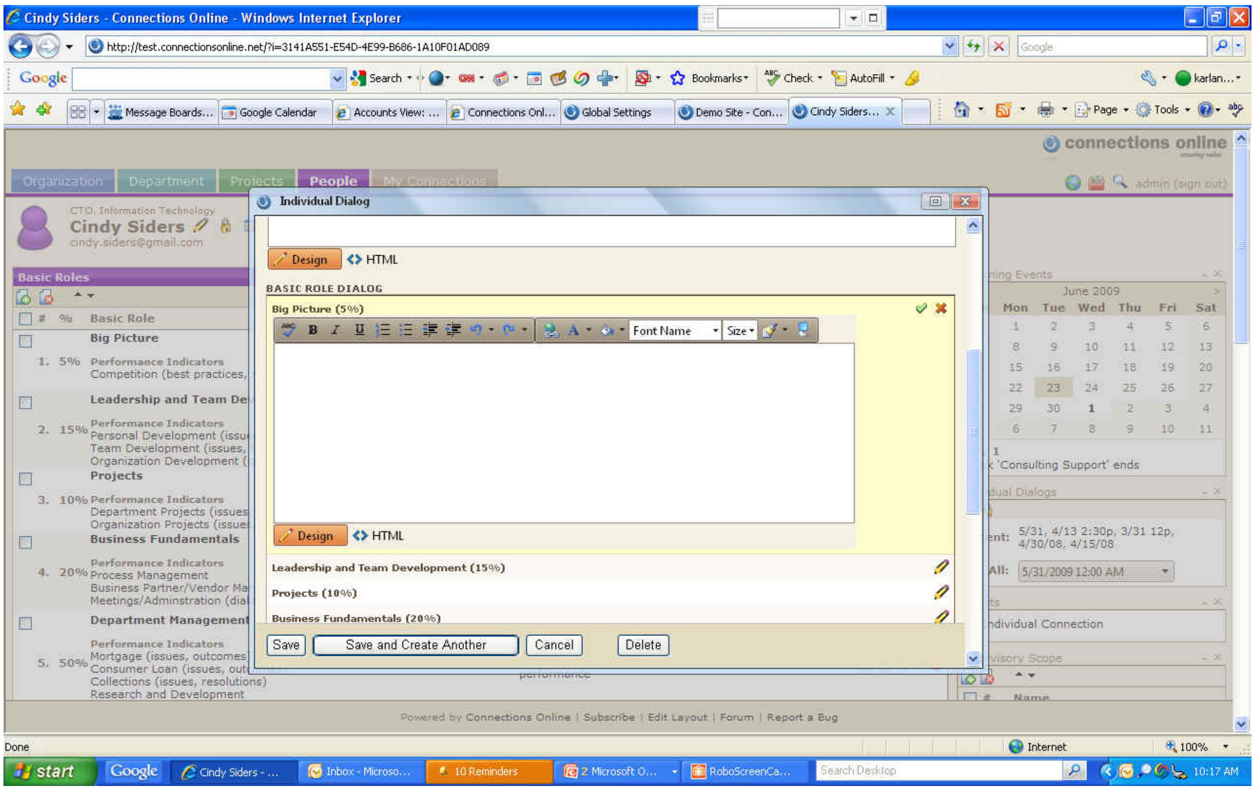
Preparation/Execution

To prepare for an Organization, Department, Project, or People Dialog session, use the Dialog modules found on the respective Tab's Sidebar. Click the Add symbol to add the new Dialog information. Click the "Save" button when finished. A new edit window will open in order to add Dialog Tasks, Comments and Related Links. Dialog Task information is entered in the same fashion as Project Tasks.

A Dialog Agenda is accessed by clicking the Dialog Date link in the Dialog module. During the Dialog meeting, when a follow-up item has been committed to, it should be noted in the current agenda. Dialogs for the Organization, Department, and Projects have the same dialog functionality.



Additionally, in the People Tab Dialog, the User will comment on each Basic Role/Key Result Area, if appropriate, via the Dialog Agenda. (The comments will be specifically addressing the Performance Indicators for a Basic Role/Key Result Area.) After you have entered the comments, make sure you click the green checkmark to save. If you save the dialog without clicking the green checkmark, your comments will not be saved.



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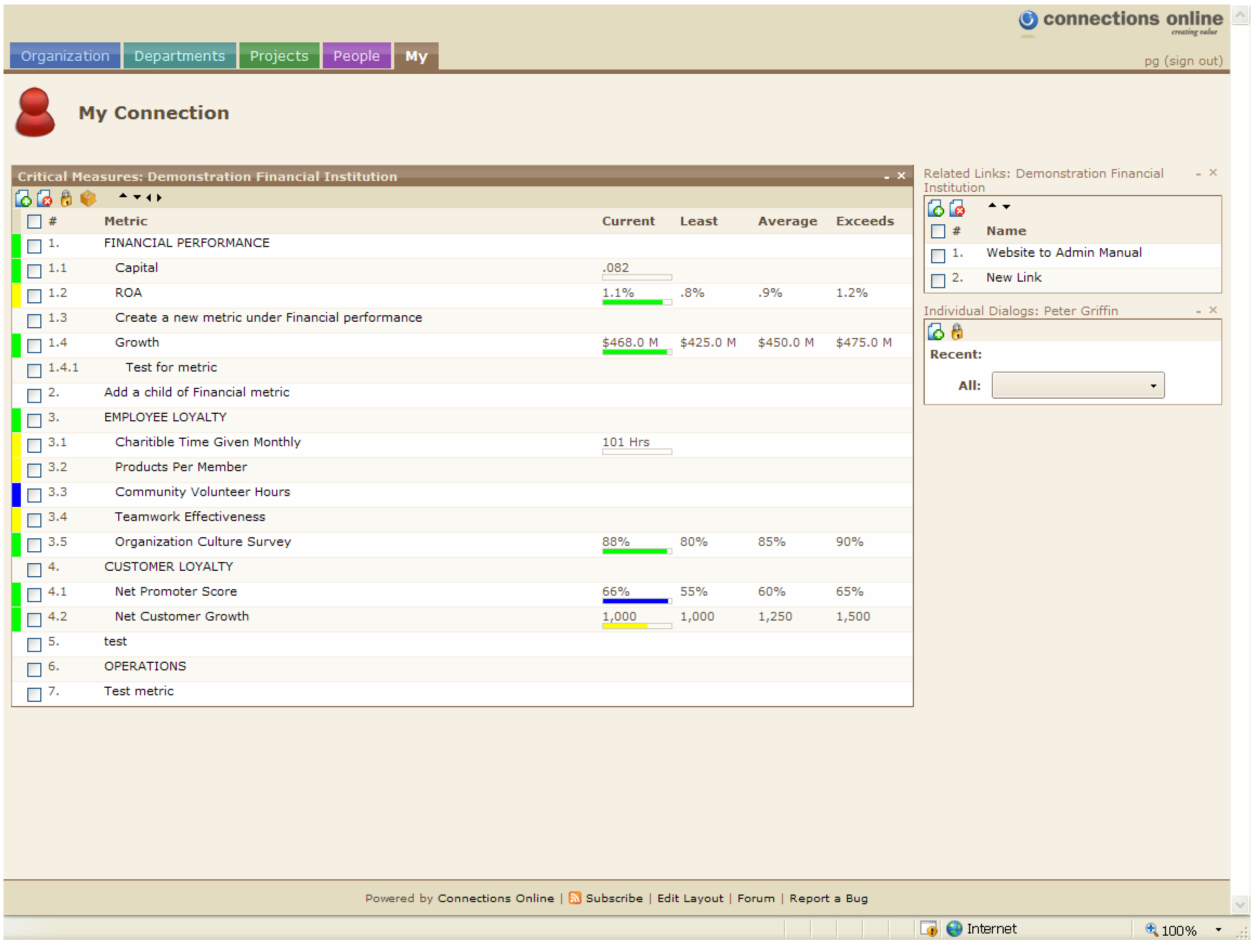
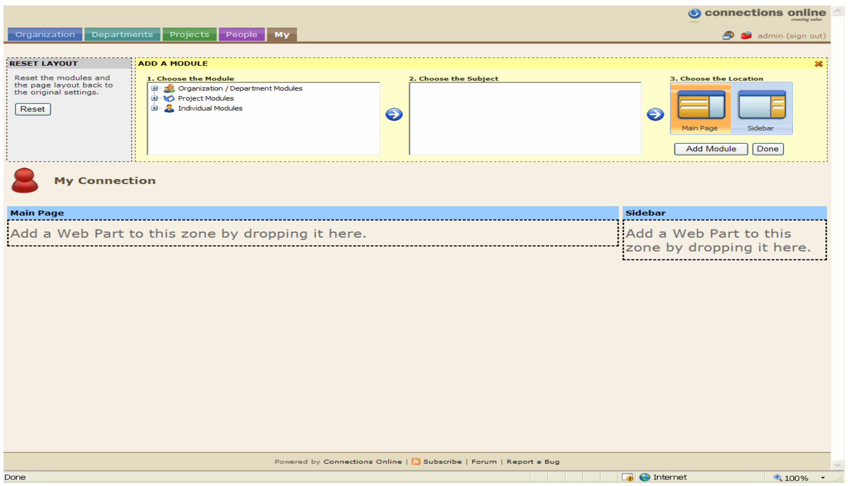
My Connection

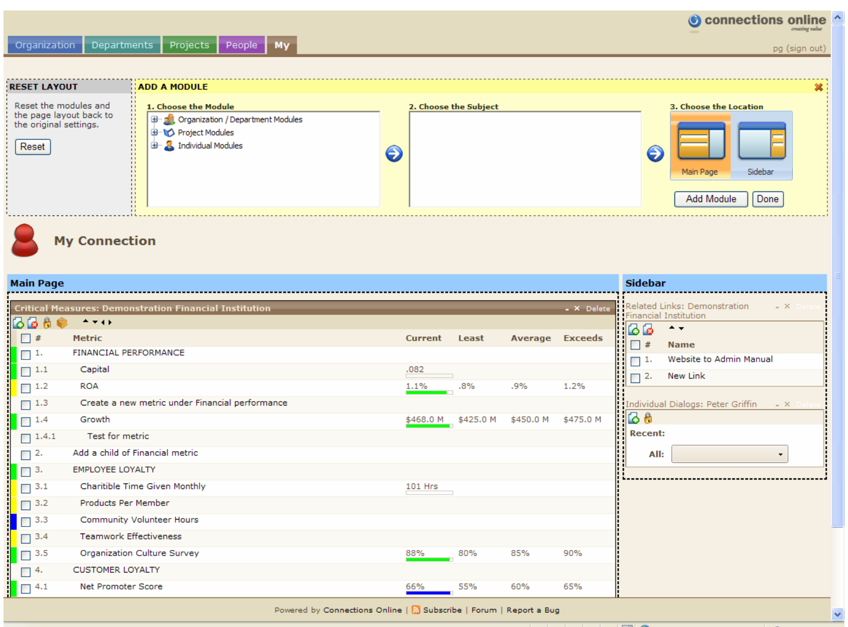
This page can be customized using data modules from the Organization, Department, Project, and People Connection Tabs to show just the information a User wants to view.



A User can select the modules to appear on the My Connection Tab by clicking the Edit Layout link at the bottom of the page. There are three steps to adding a module to the My Connection Tab. First, choose a module (click plus sign, choose module from list). Click the middle arrow. Then choose a subject of that module (click the plus sign to expand and chose from the list). Then select the location where User wants that module to appear (main column or side bar). Click Add Module and the page will refresh to show modules. When finished click Done. If User wants the page to be blank to start over, simply click the Reset button on the upper left side.



A User can arrange the order of the modules by clicking the Edit Layout link at the bottom of the Connection screen. Position the cursor over the title bar of the module to be moved and drag it to the desired location. Then click the Done button (upper right).



Setting Security for Users

Access to different parts of the application can be given to specific employees or groups of employees. This access can be set at five levels:

1. **Reader** - This user or group has the ability to read the given area.
2. **Create** – This user or group can create items in a given area.
3. **Update** - This user or group has the ability to add and edit items in the given area.
4. **Delete** – This user or group can delete items in a given area.
5. **Delegate** - This user or group has the ability to grant/restrict access to the given area by using the Security Settings window. Ability to add, edit and delete.

Note: Site Administrators have access to all areas of the application regardless of security settings.

The security for each specific Tab, module, or module item will be identified through a lock icon.

Re-Setting User Password

Navigate to the User's People Tab. Select the pencil edit symbol at the top of the page next to the User's name. The User's information opens in an edit screen. Re-type the password under the User Name (re-type again.) Save. The next time the User logs in, he/she will use the new password. If you cannot remember the password to login, contact your Connections Online Administrator.

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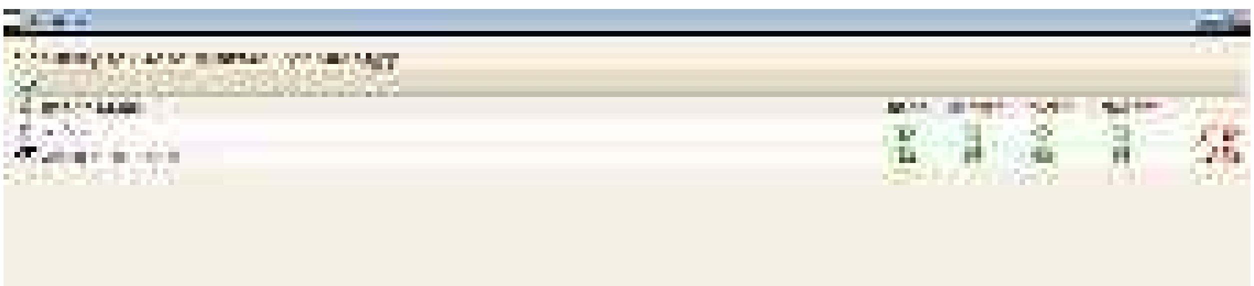
Common Security for Users will be Delegate Authority for their own People Tab and specific modules on that page.

Users will set the security at the top of the page next to their name. A typical default setting would be that the User's People Tab cannot be seen by other people in the organization. Users can set the security on that page to allow boss (or others) to see their data. Users click the lock icon, add their boss' name, and check the security they want their boss to have. Then the User needs to save the security setting just created. Users will do the same thing for Individual Metrics, Follow-up Tasks and the Dialog Module.

Another typical setting will be for Users to be part of a Department Security Group. This security group, added to the group's Department Tab security, allows the members of that group to read, create, update, delete, and/or delegate security for the Department.



Connections Terminology

(The following are terms and definitions that are important to the Connections process and software.)

Organization/Department Connection Terminology

Organization and Department Connection	This is a multi-page report that provides status on organizational and department critical measures as well as the Projects and Business Strategy
Core Values	A consensus on "how the business will be run"
Emotional Goal/BHAG (Big Hairy Audacious Goal)	A short "emotional" statement that creates a common perspective throughout the organization about "what we're trying to do as a business"
Business Strategy Focus	A summary of the organization's strategies that link to the organization's purpose and Emotional Goal
Critical Measures	Key measurements that the organization, department, project, or individual will use to trend and evaluate success
Projects	Projects that the organization and/or departments feel that needs to be accomplished to push the organization forward to meet strategic objectives. There may be project *teams* for each priority Project
Status: Current Projects	The Projects that the organization and/or departmental teams are working on to complete
Status: Queued Projects	The Projects that the organization and/or department have "tabled" for the moment
Status: Completed Projects	The Projects that the organization and/or department teams have completed
Status: Dropped Projects	The Projects that the organization or department will no longer be addressing

Project Terminology

Project Connection	This is a plan that includes the overall Project Details and the Project Tasks that each project team member is accountable for completing
Project Details	This is the part of the Project Connection that communicates start and end dates, Project, Scope, Evaluation Criteria, Members and Scorecard
Project Teams	The short-term "cross-discipline" teams that are responsible for Projects
Project Team Leader (default terminology)	This is the individual responsible for leading a Project Team
Project Team Member (default terminology)	This is an individual who participates in the Connections process
Sponsor (default terminology)	In developing the Project Connection, a sponsor is identified as the individual who will frame-in the specific purpose/focus of the Project's output. The sponsor can be the actual internal or external customer, or may have overall expertise in the Current Priority, but for business reasons is not "on the team."
Project Team Authorities	These are the authorities given to the different stakeholders of the Project Team (i.e., CEO, Natural Team Leader, Sponsor, Project Team Leader, Project Team Member)

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People Connection Terminology

People Connection	This is a User's Connection that will provide Basic Role, Current Project Tasks, Overall Accountability, Supervisory Scope, Completed Tasks, and level and job specific Authorities
Coach	The Coach is the person an individual will report to from his/her Natural Team – this person will participate in the individual's monthly Dialog meetings
Dialogs	This is a communication process whereby a Dialog meeting is scheduled monthly to review and update the Organization Connection, the Project Connections, and the People Connection — this reinforces alignment and communicates in a timely fashion the status of all organization, department and people performance

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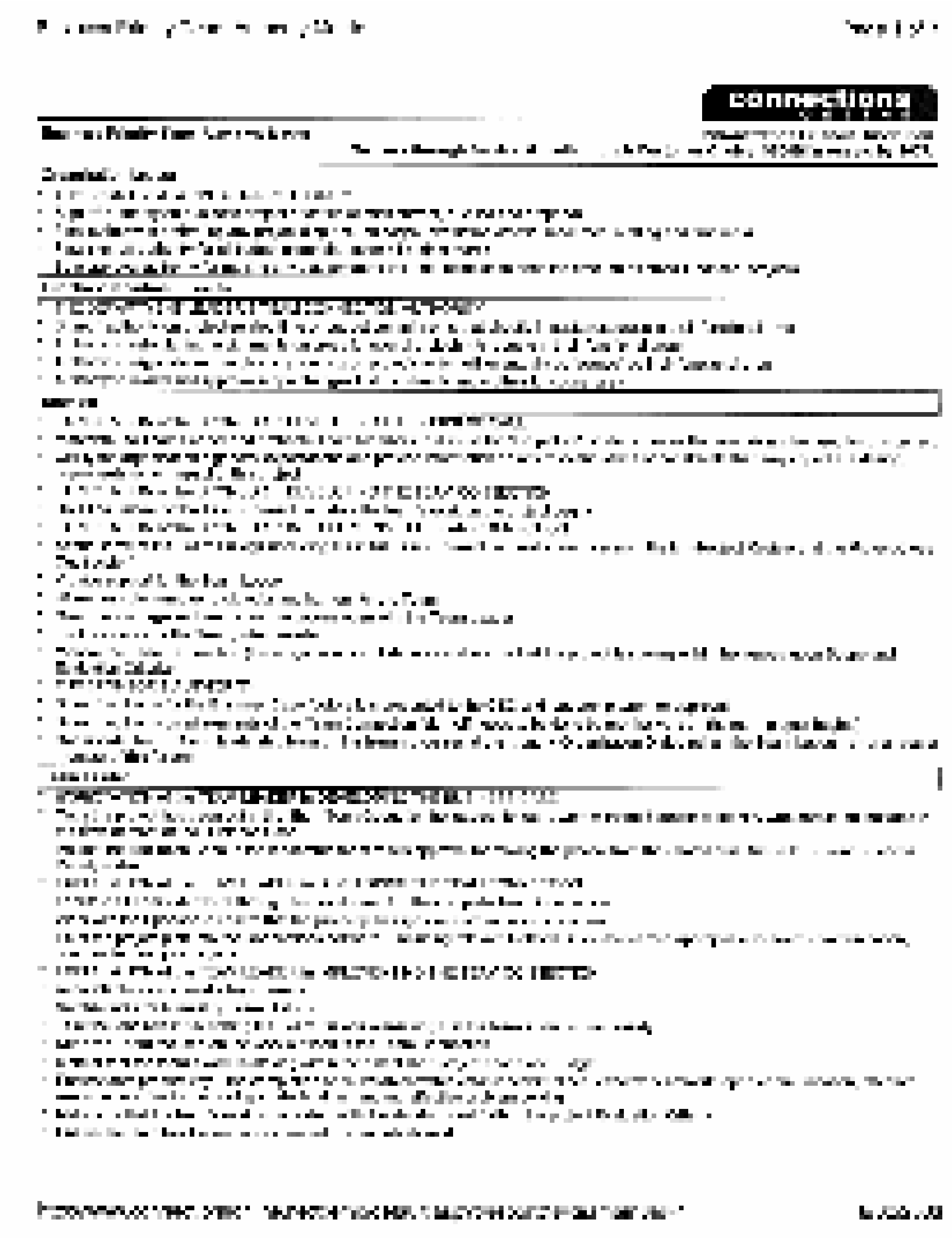
Appendix A

Business Project Team Authority Matrix



connections ONLINE

Business Priority Team Authority Matrix **Demonstration Financial Institution**

Success through Service. Growth through Customer Choice. $500M in Assets by 2007.

* Facilitate team problem-solving and ensure the removal of any roadblock and barrier to team success
* Facilitate Team Dialog debriefings to continuously improve team communications, productivity and effectiveness
* Update the 'Comment' field in the Organization Connection and ensure all completed deliverables have been checked off as 'completed' before each month's Organization Dialog
* Contribute to the work of the team as a team member (without dominating)
* Encourage dialog between Team Members (Team Members are "Partners" not "Your Staff")
* EXPECTATION of the TEAM LEADER in the MID-PROJECT REVIEW
* Facilitate a Team Dialog with all Team Members to identify specific ways to improve the team's performance in the second half of the project
* Work with the team to identify any needed improvements in team process or needed refinements in the Team Connection (such as team assignments, deliverables or timeline)
* [Any changes in Project Scope or Project Evaluation Criteria require Sponsor sign-off; Changes in the final Project Completion Date require CEO sign-off]
* EXPECTATION of the TEAM LEADER in the PROJECT CLOSE-OUT REVIEW
* Facilitate a session with the Sponsor and all Team Members to identify: Did the team stay within the original Project Scope? Did the team's work meet the performance standards outlined in the Project Evaluation Criteria? What did the team learn? What impact will the completion of this project have on the organization? And, what 'teamwork lessons' did you learn that could be used by future teams?
* Facilitate the team in using this information to develop a '5 to 7 minute presentation' for the CEO and leadership team (which will be presented at the next Organization Dialog)
* Participate in a Team Connection Close-Out presentation (along with other Team Members)
* ACROSS ALL ELEMENTS OF THE TEAM CONNECTION, THE TEAM LEADER HAS THE AUTHORITY
* Set team performance standards, establish team priorities, determine team accountabilities, establish Team Dialog Follow-Ups and hold Team Members accountable for performance commitments
* Negotiate additional Authorities with the Sponsor on an as-needed basis
* Delegate Authority to individual Team Members (up to the Team Leader's Authority level)
* Coordinate the team's resources, and resolve the team's internal problems
* Facilitate negotiations with any department leader to remove project roadblocks to ensure timely project completion
* Track the agreed-upon project timeline and hold team members accountable for their contribution to the projects' successful outcome
* Remove non-performing team members from the team
* Change Deliverable Due Dates or make changes in project Staffing assignments (The Team Leader does not have the authority to move the final Project Completion Date -- this requires CEO sign-off)
* Expend funds within the agreed upon project budget
* Select and integrate Consultants into the project team

Team Member

* EXPECTATION of TEAM MEMBERS in DEVELOPING THE BUSINESS CASE
* Work with the Team Leader to develop a meaningful Business Case that is business-strategy driven, with a cross-functional perspective
* Assist in developing 'support data' to prove the efficacy of the Business Case
* EXPECTATION of TEAM MEMBERS in DEVELOPING THE TEAM CONNECTION
* Actively participate in the development of the complete Team Connection to ensure it is realistic in its timeline, and represents the needs of their department and the overall organization
* Work with the team leader in the development of meaningful Related Links, as deemed appropriate for team communication, coordination and productivity
* EXPECTATION of TEAM MEMBERS in IMPLEMENTING THE TEAM CONNECTION
* Accountable for successful team results – stay focused on the work outlined in the Team Connection
* Monitor your due dates, and complete all assignments promised to the team (including Deliverables, Tasks and Follow-Ups)
* Monitor your work to ensure that you are staying within the established Project Scope and contributing to the achievement of the Project Evaluation Criteria
* Come prepared for the bi-weekly Team Dialogs – help ensure that the team's time is used wisely
* Work cooperatively – take the personal responsibility for effective teamwork, open dialog with other Team Members, effective resource coordination, on-going strategic alignment and effective problem-solving
* Use your professional skills and experience to help the team gain insight and improve its effectiveness
* Contribute to discussions and decisions (without dominating or over-influencing)
* Keep your department leader up to date on team results and anticipated outcomes
* EXPECTATION of TEAM MEMBERS in the MID-PROJECT REVIEW
* Actively work with the Team Leader and the other members of the team to identify specific ways to improve the team's performance in the second half of the project
* Work with the team to identify any needed improvements in team process or needed refinements in the Team Connection (such as team

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Appendix B

Authority Matrix Guidelines

Sample Level Authorities

Job Specific Authorities Questionnaire

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<u>Authority Matrix® Guidelines</u>

ABC Company

Index:

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Authority Matrix® Guidelines

ABC Company

Strategic Planning

Board	*CEO*	*Leadership Team*	*Middle Managers*
Authority To: • Review the mission statement (the purpose of the business) and ratify updates • Review the critical factors that are significant to future success • Review and ratify the Company's long-term objectives • Review and ratify annual priorities • Review progress on long-term objectives and annual priorities	**Authority To:** • Establish a methodology for maximizing the appropriate involvement and input of stakeholders in the planning process • Evaluate input and establish recommended priorities (and assign to the appropriate functional area) • Review and approve departmental plans, priorities and Initiative Teams • Recommend updates to the vision, mission statement, critical factors, long-term objectives and annual priorities • Review and communicate objectives and priorities (and periodic progress updates) to members, staff, Board and other stakeholders • Establish strategic alliances/partnerships	**Authority To:** • Develop, recommend and approve divisional/departmental plans and priorities as appropriate (including the appropriate measurement methodology) • Make recommendations and provide input on the Company's vision, mission statement, critical factors, long-term objectives and annual priorities • Make assignments (and adjust priorities) for the achievement of annual plans to others within my functional area • Approve cross-functional team participation (for people within my Supervisory Scope) • Review and communicate objectives and priorities (and periodic progress updates) within my Supervisory Scope • Recommend strategic alliances and partnerships to the CEO	**Authority To:** • Make recommendations and provide input to the Leadership Team on the Company's annual priorities • Provide input into departmental plans and priorities • Serve on cross-functional teams to provide input (or for development) • Review and communicate objectives and priorities (and periodic progress updates) within my Supervisory Scope • Recommend strategic alliances and partnerships to the Leadership Team

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Authority Matrix® Guidelines

ABC Company

Budget and Contract Authority

Board	*CEO*	*Leadership Team*	*Middle Managers*
Authority To: • Review and ratify the annual budgets (including budget assumptions) • Review budget variances • Ratify recommended changes over the aggregate budget	**Authority To:** • Allocate (or reallocate) funds within aggregate, approved budget • Establish annual budget process and timelines • Recommend budgets (and variances) to the Board for approval • Review budget results and financial performance • Delegate spending authority to the Leadership team (or below) for budget-approved capital and operating expenditures • Approve contingency expenditures (and follow-up for Board ratifications) • Negotiate and approve contracts with vendors	**Authority To:** • Participate in the development of detailed budget assumptions • Facilitate and recommend the development of the operating plan and budget for my area • Facilitate the implementation of the operating plan and budget for my area (up to the budget-approved amount, and within individual signing authority limitations and Company policy guidelines) • Recommend budget variances to the CEO for approval • (The negotiation and approval of contracts with vendors will be an "individual authority")	**Authority To:** • Provide input to the development of budget assumptions, operating plans and budgets • Facilitate the implementation of the operating plan and budget (up to the budget-approved amount, and within individual signing authority limitations and Company policy guidelines) • Recommend budget variances to the Leadership Team (for CEO approval)

Follow Up:

- Determine individual signing authority limits for operating and capital expenditures
- Develop merchandising guidelines and enforcement standards

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Authority Matrix® Guidelines

ABC Company

Training and Development

Board	*CEO*	*Leadership Team*	*Middle Managers*
Authority To: • Determine personal attendance at conferences and seminars (within Board policy guidelines) • Review and approve overall training and development budget (within budget process)	**Authority To:** • Develop and recommend the Company's training and development budget • Determine personal training and development activities (and ratify the plans and activities of direct reports) • Develop succession plans for the overall organization • Review and approve all out-of-state conferences	**Authority To:** • Develop and recommend my department's training and development budget to CEO • Recommend personal training and development activities (and ratify the plans and activities of direct reports) • Review and recommend all requests for out-of-state conferences (for self and direct reports) • Recommend the need for certain programs for development	**Authority To:** • Send employees to internal training programs • Recommend outside training requests to HR

Leadership Council:

- Assist in the development of succession plans
- Prioritize the need for the development and implementation of new training programs

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Authority Matrix® Guidelines

ABC Company

Human Resource Management

Board	*CEO*	*Leadership Team*	*Middle Managers*
Authority To: • Hire, evaluate and compensate the CEO • Ratify the decision to hire the Internal Audit Manager • Approve the executive benefits package	**Authority To:** • Establish and modify the organizational structure • Approve the salary administration system (including discretionary bonuses) • Approve "Basic Roles" of staff • Recommend hiring, evaluation, compensation and benefits of executive direct reports • Review and approve overall additions to "head count" (consistent with budget) • Approve all starting salaries over midpoint, and all salary increases greater than 15% • Terminate any Company employee • Approve all promotions outside of a single Division • Approve all management-level promotions • Sign-off on all contract employees and temps	**Authority To:** • Establish and modify the organizational structure (within my Supervisory Scope) • Recommend/approve salary actions for people within my department (in conjunction with HR) • Approve hiring, firing, promotions, transfers, replacements, status changes and demotions of all people within my department or division (in conjunction with HR) • Recommend hiring, firing, promotions, transfers, replacements, status changes and demotions of all people within my department (if cross-division, done in conjunction with HR) • Evaluate direct reports and review/approve evaluations of others within the department (in conjunction with HR) • Review, approve and reallocate departmental staffing levels (within overall budget)	**Authority To:** • Recommend staffing levels • Recommend salary actions for people within my department (in conjunction with HR) • Recommend hiring, firing, promotions, transfers, replacements, status changes and demotions of all people within my department (in conjunction with HR) • Recommend evaluations of direct reports • Manage overtime (within budget)

Executive Committee (of the Board):

- Recruit and recommend the CEO (and Internal Audit Manager) to the full Board for hire
- Develop and approve the CEO (and Internal Audit Manager's) evaluation
- Recommend CEOs compensation to the Board
- Review and approve the hiring, evaluation and compensation of the CEOs direct reports that are executives
- Review and recommend executive benefits to the Board

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Authority Matrix® Guidelines

ABC Company

Policies and Procedures

Board	*CEO*	*Leadership Team*	*Middle Managers*
Authority To: • Approve policies (consistent with regulations) • Monitor the Company's compliance with policy and regulations	**Authority To:** • Ensure that the Company is in compliance with all applicable laws and regulations • Establish the philosophy for policy development (example: tone of customer service orientation, quality initiative...) • Review and approve policies prior to Board consideration • Work with legal counsel to assure the legality of policy and procedure compliance	**Authority To:** • Develop policies within area of responsibility (to ensure compliance with laws and regulations) -- for CEO review and Board approval, as applicable • Ensure that there are standard operating procedures within department/area that are: written, communicated and monitored/followed • Review and approve procedures to implement the policies • Communicate all policies and procedures within area(s) of my responsibility • Work with legal counsel to assure the legality of policy and procedure compliance (coordinate with appropriate Department Head) • Provide input on cross-functional policy development considerations	**Authority To:** • Recommend and implement policies/procedures in area of responsibility • Communicate and update policies and procedures to staff in area of responsibility • Monitor staff compliance to policies and procedures, and take corrective action (as needed) • Provide input on cross-functional policy development considerations

Compliance Accountabilities:	**Authority To:**
Karen and Ted	HR-related, accounting, investment/financial and remote delivery
Steve and Barb	Deposit and loan products; and service delivery

Sample Level Authorities
(Discussion Draft)

Human Resource Management

Authority	*CEO*	*VP's*	*Directors*	*Mid-Management*
▪ **Hire**	**Authority to:** Hire for all positions, other than those requiring Board approval	**Authority to:** Hire director positions, within scope of accountability	**Authority to:** Hire all mid-management level positions, within scope of accountability	**Authority to:** Hire all staff level positions, within scope of accountability
▪ **Terminate**	Terminate all positions including vice presidents and all officers other than those requiring Board approval	Terminate the employment of all positions, within scope of accountability, after the review of human resources	Terminate the employment of all positions, within scope of accountability, after the review of human resources	Terminate the employment of all staff level positions, within scope of accountability, after the review of human resources
▪ **Promote**	Promote, within guidelines, all company personnel to all positions including vice presidents and all officers, other than those requiring Board approval	Promote all departmental personnel, within scope of accountability	Promote all positions, within scope of accountability	Promote all staff level positions, within scope of accountability
▪ **Additional Head Count**	Authorize any and all additions to payroll	Authorize additions to payroll within approved budget		
▪ **Rewards**	Grant all rewards deemed appropriate, other than those requiring Board approval	Grant intrinsic and extrinsic rewards within company policy and budget, other than those requiring Board approval, within scope of accountability	Grant any and all mid-management and staff rewards within company policy and budget, within scope of accountability	Grant all staff level rewards within departmental guidelines, within scope of accountability

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Sample Level Authorities
(Discussion Draft)

Strategic/Operational Planning

Authority	*CEO*	*VP's*	*Directors*	*Mid-Management*
▪ **Strategic Planning**	**Authority to:** Establish company vision/direction with Board input and review Approve all strategic plans Approve all strategic communications Establish all strategic external alliances/partnerships	**Authority to:** Develop all plans, priorities and initiatives Implement updates to long-term objectives	**Authority to:** Implement all plans, priorities and initiatives	**Authority to:**
▪ **Operational Planning**		Approve all departmental operational plans	Develop and implement departmental operational plans	Implement all unit plans

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Sample Level Authorities

(Discussion Draft)

Budgeting/Purchasing and Contracts

Authority	*CEO*	*VP's*	*Directors*	*Mid-Management*
▪ **Budgeting**	**Authority to:** Plan, develop and implement subject to Board approval	**Authority to:** Plan, develop and implement appropriate departmental budgets with CEO approval	**Authority to:** Plan, develop and implement appropriate departmental budgets with VP approval	**Authority to:** Plan, develop and implement appropriate unit/departmental budgets with Director approval
▪ **Purchasing**	Authorize all purchases within Board guidelines	Authorize all purchases within budget guidelines	Authorize all purchases within budget guidelines	Authorize all purchases within budget guidelines
▪ **Contracts**	Approve all contracts within Board guidelines	Approve all departmental contracts within budget guidelines		

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Sample Level Authorities

(Discussion Draft)

Policies and Procedures

Authority	*CEO*	*VP's*	*Directors*	*Mid-Management*
▪ **Corporate Policy**	**Authority to:** Approve all corporate policies			
▪ **Functional Policy**	Approve all functional policies within scope of accountability	Approve all functional policies within scope of accountability		
▪ **Operational Procedures**	Approve all operational procedures within scope of accountability	Approve all operational procedures within scope of accountability	Approve all operational procedures within scope of accountability	Approve all operational procedures within scope of accountability

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Sample Level Authorities

(Discussion Draft)

Corporate and Regulatory Compliance and Market Conducts

Authority	*CEO*	*VP's*	*Directors*	*Mid-Management*
▪ **Corporate Compliance**	**Authority to:** Work with Board to establish ethical/legal standards and direction for the company	**Authority to:** Ensure compliance with ethical/legal standards within departmental scope and take action when violations occur anywhere in the company	**Authority to:** Ensure compliance with ethical/legal standards within departmental scope and take action when violations occur anywhere in the company	**Authority to:** Ensure compliance with ethical/legal standards within departmental scope and take action when violations occur anywhere in the company
▪ **Regulatory Compliance/ Market Conduct**	Establish policy	Set standards and direction for compliance	Implement, monitor and correct compliance procedures	Implement, monitor and correct compliance procedures

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Sample Level Authorities

(Discussion Draft)

Human Resource Management

Authority	***CEO*** **Authority to:**	***VP's*** **Authority to:**	***Directors*** **Authority to:**	***Mid-Management*** **Authority to:**
▪ **Hire**				
▪ **Terminate**				
▪ **Promote**				
▪ **Additional Head Count**				
▪ **Rewards**				

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Sample Level Authorities
(Discussion Draft)

Strategic/Operational Planning

Authority	***CEO*** **Authority to:**	***VP's*** **Authority to:**	***Directors*** **Authority to:**	***Mid-Management*** **Authority to:**
▪ **Strategic Planning**				
▪ **Operational Planning**				

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Sample Level Authorities
(Discussion Draft)

Budgeting/Purchasing and Contracts

Authority	***CEO*** **Authority to:**	***VP's*** **Authority to:**	***Directors*** **Authority to:**	***Mid-Management*** **Authority to:**
▪ **Budgeting**				
▪ **Purchasing**				
▪ **Contracts**				

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Sample Level Authorities

(Discussion Draft)

Policies and Procedures

Authority	***CEO*** **Authority to:**	***VP's*** **Authority to:**	***Directors*** **Authority to:**	***Mid-Management*** **Authority to:**
▪ **Corporate Policy**				
▪ **Functional Policy**				
▪ **Operational Procedures**				

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Sample Level Authorities
(Discussion Draft)

Corporate and Regulatory Compliance and Market Conducts

Authority	***CEO*** Authority to:	***VP's*** Authority to:	***Directors*** Authority to:	***Mid-Management*** Authority to:
▪ **Corporate Compliance**				
▪ **Regulatory Compliance/ Market Conduct**				

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Sample Level Authorities
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Authority Category:

Authority	***CEO*** **Authority to:**	***VP's*** **Authority to:**	***Directors*** **Authority to:**	***Mid-Management*** **Authority to:**

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Job Specific Authorities Questionnaire

What authorities do you need to do your job that no one else would have?

-
-
-
-
-