



Massachusetts Institute of Technology

Business Logistics Specialist Position Description

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General Characteristics

Individuals within the Business Logistics Specialist role are responsible for the decision-making, and oversight related to strategic vendors and asset management. They assist in the identification of the Institute's core competencies and determine how it will address non-core functions. Based on the current structure of IS&T, members of this job family assist in deciding whether it is more efficient and/or effective to source IT projects or keep them in-house. They develop and manage the process to identify, evaluate and select appropriate service providers, articulate Service Level Agreements (SLAs), and manage strategic assets. Business Logistics Specialists are the primary interface between the service provider(s) and the business. They manage service provider relationships and coordinate communication between vendors and the Institute.

Once a vendor agreement is initiated, individuals in these positions monitor and ensure that the benefits anticipated and promised (in terms of both reduced costs and value added) are delivered. Individuals also interpret vendor contracts for the Institute and ensure that contract terms and conditions are met. They set service provider direction and priorities.

Business Logistics Specialists require an understanding of business direction and processes as well as skills in negotiation, contract administration, financial analysis, and vendor and relationship management.

Career Path

The following section is intended to serve as a general guideline for each relative dimension of project complexity, responsibility and education/experience within this role. This table is not intended for use as a checklist to facilitate promotions or to define specific responsibilities as outlined in a job description. Actual responsibilities and experiences may vary.

Title	<i>Business Logistics Specialist I</i>	<i>Business Logistics Specialist II</i>
Dimension		
Work Complexity	<ul style="list-style-type: none"> • Ensures service provider performance meets business requirements. • Provides review and direction for vendor activities. • Supports multiple contracts or complex enterprise agreements. • Works on projects that range in size, complexity and contract duration. 	<ul style="list-style-type: none"> • Develops and oversees the strategic outsourcing strategy and plans. • Provides management direction on sourcing and vendor selection. • Manages vendor relationships and supports multiple contracts or complex enterprise agreements. • Works on projects that range in size, complexity and contract duration.
Typical Responsibilities		
<i>Relationship Management</i>	<ul style="list-style-type: none"> • Develops and directs the relationships with one or more strategic IT vendors. • Interfaces with development managers, project managers, legal team, and service providers to ensure understanding and accomplishment of Institute goals. • Manages the relationship with the service providers, IT and the business. • Reviews, monitors and reports vendor relationships in terms of performance and contractual terms. • Facilitates requirement setting and prioritization for the vendors. • Reviews end-of-year service reports with vendors. 	<ul style="list-style-type: none"> • Develops and implements a vendor relationship strategy. • Develops and directs the relationships with multiple strategic IT vendors. • Interfaces with development managers, project managers, legal team, and service providers to ensure understanding and accomplishment of Institute goals. • Manages the relationship with the service providers, IT and the business. • Reviews, monitors and reports vendor relationships in terms of performance and contractual terms. • Facilitates requirement setting and prioritization for

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		the vendors. • Reviews end-of-year service reports with vendors.
<i>License Management</i>	<ul style="list-style-type: none"> • Maintains qualified list of vendors, master service and lease agreements, software licenses, warranty clauses, and renewal periods. • Performs audits to ensure license compliance. 	<ul style="list-style-type: none"> • Qualifies vendors and monitors terms and conditions of software license usage, master lease agreements, and vendor pricing. • Develops audit processes to ensure license compliance.
<i>Sourcing</i>	<ul style="list-style-type: none"> • Maintain internal files and records of sourcing transactions 	<ul style="list-style-type: none"> • Coordinates the identification of the enterprise's core competencies and develops and manages the process to determine what to do with non-core work. • Explores sourcing options to find the option that can potentially provide benefits according to the gap analysis. • Examines each sourcing option's risk in terms of its potential business impact and the ease with which the risk can be mitigated.
<i>Requests for Proposals (RFPs)</i>	<ul style="list-style-type: none"> • Evaluates responses to RFPs and provides input to the evaluation, selection, and contract negotiation for IT acquisitions. 	<ul style="list-style-type: none"> • Identifies the need for RFPs, evaluation, and contract development processes. • Ensures that requirements are well-communicated well-understood, and clearly define expectations from the business perspectives. • Facilitates requirement setting and prioritization for vendors. • Coordinates RFP process with Institute Procurement office as needed.
<i>Vendor Contracts</i>	<ul style="list-style-type: none"> • Provides advice and counsel to the vendor relationship decision-making and contract development processes. • Participates in end-of-year service review and renewal process. 	<ul style="list-style-type: none"> • Provides advice and counsel to the vendor relationship decision-making and contract development processes. • Participates in end-of-year service review and renewal process.
<i>Service Level Agreements (SLAs)</i>	<ul style="list-style-type: none"> • Works with business groups and service providers to develop SLAs that support business objectives. 	<ul style="list-style-type: none"> • Works with vendors to determine SLAs and agrees on service and support processes.

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	<ul style="list-style-type: none"> • Reviews SLAs and SLA changes for adherence to customer needs and ensures that SLAs are aligned to market best practices. 	
<i>Governance</i>	<ul style="list-style-type: none"> • Participates on the vendor governance board. 	<ul style="list-style-type: none"> • Develops governance process frameworks for interactions and integration with different vendor(s). • Directs the governance process. • Reviews service provider performance with governance team. • Identifies status and issues with governance team.
<i>Vendor Performance Management</i>	<ul style="list-style-type: none"> • Conducts oversight of special projects delivered by external service providers. • In multivendor environments, oversees or manages service integration across multiple internal and external providers. • Sets and maintains realistic expectations about what the service provider can and cannot do. • Reviews service provider performance to evaluate penalties/incentives due to the service provider. • Provides input for the end-of-year service reports with vendors. • Provides an issue escalation path and resolves vendor performance disputes. 	<ul style="list-style-type: none"> • Monitors the performance of the agreements. • Reviews end-of-year service reports with vendors.
<i>Asset Management</i>	<ul style="list-style-type: none"> • Confirms receipt of product delivery • Verifies financial data (e.g., leased, depreciated or expensed). • Assists in developing and implementing asset management tracking methods and tools. • Updates and maintains asset repository to track all life cycle events of hardware and software including 	<ul style="list-style-type: none"> • Confirms receipt of product delivery • Provides assistance in supporting accurate cost allocation /assignment of IT asset costs. • Develops and implements asset management tracking methods and tools. • Reviews and monitors resource needs, existing inventories and available service providers. • Directs and performs audits and inventories of IT

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	<p>new installations, moves, upgrades and disposals.</p> <ul style="list-style-type: none"> • Assists in reviewing and monitoring resource needs, existing inventories and available service providers. • Performs audits and inventories of IT assets to ensure accuracy of records and adequacy of controls. • Provides audit reports. 	<p>assets to ensure accuracy of records and adequacy of controls.</p> <ul style="list-style-type: none"> • Implements corrective actions as required.
<i>Quality Assurance/Standards</i>	<ul style="list-style-type: none"> • Monitors quality assurance evaluations to ensure standards are met. • Reviews and assesses vendor processes, process assessment, and process acceptance. • Adheres to quality standards and processes. 	<ul style="list-style-type: none"> • Oversees quality assurance evaluations to ensure standards are met. • Directs improvements. • Negotiates and implements benchmarking findings. • Selects and creates approved vendor lists • Adheres to quality standards and processes.
<i>Financial Management</i>	<ul style="list-style-type: none"> • Collects data to determine if the enterprise is realizing the expected return on investment. 	<ul style="list-style-type: none"> • Reviews and monitors vendor performance and return-on-investment metrics and then assesses risks and develops improvement plans. • Oversees service provided penalties.
<i>Research/Evaluation</i>	<ul style="list-style-type: none"> • Evaluates benchmarks and other monitoring tools to recommend appropriate steady-state IT services. 	<ul style="list-style-type: none"> • Negotiates and implements benchmarking findings. • Selects and creates approved vendor lists.
<i>Communication/Consulting</i>	<ul style="list-style-type: none"> • Monitors and reports performance results to all levels in the organization. • Educates and provides communication with IT and the business owner the vendor management process, and procurement rules and policies. 	<ul style="list-style-type: none"> • Acts as the point of accountability for escalation and arbitration for vendor relationship issues. • Helps establish common goals between key stakeholders and vendors, and drives communication between both sides. • Consults and escalates to senior management when issues which are not solved satisfactorily by the project team in a timely manner. • Educates and provides communication with IT and the business owner the vendor management

Title	<i>Business Logistics Specialist I</i>	<i>Business Logistics Specialist II</i>
		process, and procurement rules and policies.
Typical Education/Experience	<ul style="list-style-type: none"> • Bachelor’s degree in Information Technology or a related field, or equivalent work experience. • Typically requires 5-7 years of IT experience. • Has an understanding of information systems and business functions and processes. 	<ul style="list-style-type: none"> • Bachelor’s degree in Information Technology, Business, Contracts, or a related field or equivalent work experience. • Typically requires 7-10 years of IT experience within a specialty area. • Has a broad level of understanding surrounding information technology, business functions and processes.

Explanation of Proficiency Level Definitions

Proficiency scale definitions are provided to help determine an individual's proficiency level in a specific competency. The rating scale below was created as a foundation for the development of proficiency level definitions used for assessments.

Being Developed: (BD)	Demonstrates minimal use of this competency; limited knowledge of subject matter area; needs frequent assistance and close supervision for direction. Currently developing competency.
Basic: (B)	Demonstrates limited use of this competency; basic familiarity of subject matter area; needs additional training to apply without assistance or with frequent supervision .
Intermediate: (I)	Demonstrates working or functional proficiency level sufficient to apply this competency effectively without assistance and with minimal supervision ; working/functional knowledge of subject matter area.
Advanced: (A)	Demonstrates in-depth proficiency level sufficient to assist, consult to, or lead others in the application of this competency; in-depth knowledge in subject matter area.
Expert: (E)	Demonstrates broad, in-depth proficiency sufficient to be recognized as an authority or master performer in the applications of this competency; recognized authority/expert in subject matter area.

As you complete the competency assessment, read all of the proficiency level definitions for a competency (provided in the next section) and select the one that is most characteristic of the demonstrated performance. If more than one definition is descriptive, select the highest level that is typically exhibited.

Summary Proficiency Matrix

The chart provides a summary of proficiency ratings.

Title	<i>Business Logistics Specialist I</i>	<i>Business Logistics Specialist II</i>
Competencies		
Business Enterprise Knowledge: Solicits information on enterprise direction, goals and industry competitive environment to determine how own function can add value to the organization and to customers. Makes decisions and recommendations clearly linked to the organization's strategy and financial goals, reflecting an awareness of external dynamics. Demonstrates awareness by providing clear explanations for actions taken relative to customer requirements, needs, and industry trends.	I	A
Communications for Results: Expresses technical and business concepts, ideas, feelings, opinions, and conclusions orally and in writing. Listens attentively and reinforces words through empathetic body language and tone.	A	E
Decisiveness: Assesses the scope and potential impact of an issue or opportunity. Uses business criteria and values to evaluate alternative courses of action. Makes a timely choice based on the options and information available.	I	A
Information Seeking: Gathers and analyzes information or data on current and future trends of best practice. Seeks information on issues impacting the progress of organizational and process issues. Translates up to date information into continuous improvement activities that enhance performance.	A	E
Service Provider Assessment & Evaluation: Analyzes and evaluates business need, product capabilities, and cost benefit required for assessing and evaluating external service providers and their products. Understands service provider history, market position, future product plans, and strategies.	A	E
Teamwork: Collaborates with other members of formal and informal groups in the pursuit of common missions, vision, values and mutual goals. Places team needs and priorities above personal needs. Involves others in making decisions that affect them. Draws on the strengths of colleagues and gives credit to others' contributions and achievements.	I	A

Title	<i>Business Logistics Specialist I</i>	<i>Business Logistics Specialist II</i>
Thoroughness: Demonstrates attention to detail and accuracy. Defines and organizes tasks, responsibilities and priorities. Takes responsibility for timely completion.	A	A
Vendor & Alliance Management: Creates relationships with vendor and/or alliance partners to ensure smooth workflow and meet external and internal client needs. Sets standards and monitors for improvements in shared accountabilities and capabilities.	A	E

Proficiency Matrix

The following charts illustrate proficiency levels for each competency.

Title	<i>Business Logistics Specialist I</i>	<i>Business Logistics Specialist II</i>
Competencies		
<p>Business Enterprise Knowledge: Solicits information on enterprise direction, goals and industry competitive environment to determine how own function can add value to the organization and to customers. Makes decisions and recommendations clearly linked to the organization's strategy and financial goals, reflecting an awareness of external dynamics. Demonstrates awareness by providing clear explanations for actions taken relative to customer requirements, needs, and industry trends.</p>		
<p>Being Developed (BD): Inquires about the relationship of technology to the business as it pertains to assigned area of responsibility and related projects. Seeks out relevant information from available sources including supervisors, peers, clients, intranet/Internet, and documentation.</p>		
<p>Basic (B): Has a basic understanding of the processes, functions, and operations of the business. Keeps informed on business operations. Implements solutions for improvements that align with day-to-day business needs.</p>		
<p>Intermediate (I): Has a deep understanding of one or more major components of the business enterprise. Able to identify and describe the current technology, facilities and equipment's, location and products and services. Develops and implements solutions that meet operational improvement needs. Ensures that decisions are supported by relevant stakeholders and sound performance data. Provides a business-based rationale for determining the necessity of incremental improvements and communicates viewpoint using the customers' own terminology.</p>	✓	
<p>Advanced (A): Has a deep understanding of multiple, major components of the business enterprise. Understands the present state of the business and able to identify target markets, pricing structures and competition. Identifies specific markets, trends, technologies, and economies that directly impact the business and makes recommendations for improvement based on research findings. Directs and coordinates the development and implementation of process-based solutions that cross organizational lines. Creates business case for investments in process and technological enhancements. Sets clear explanations for the integration and alignment of technology and business functions, focusing on the strategic value provided.</p>		✓

Title	<i>Business Logistics Specialist I</i>	<i>Business Logistics Specialist II</i>
Expert (E): Fully understands the complex relationships between all areas within the enterprise including business history, current state, financial goals, organizational structure and partnerships. Sponsors enterprisewide initiatives. Defines strategic imperatives in terms of the links between increased value, enterprise needs and technological solutions. Procures support and funding from the leading stakeholders in the enterprise. Able to explain complex relationships and solutions in terms that meet the needs of the affected parties.		

Title	<i>Business Logistics Specialist I</i>	<i>Business Logistics Specialist II</i>
<p>Communications for Results: Expresses technical and business concepts, ideas, feelings, opinions, and conclusions orally and in writing. Listens attentively and reinforces words through empathetic body language and tone.</p>		
<p>Being Developed (BD): Speaks and writes to peers in ways that support transactional activities. Shares information and asks questions prior to taking action.</p>		
<p>Basic (B): Converses with and writes to peers in ways that support transactional and administrative activities. Seeks and shares information and opinions. Explains the immediate context of the situation, asks questions with follow-ups, and solicits advice prior to taking action.</p>		
<p>Intermediate (I): Conducts discussions with and writes memoranda to all levels of colleagues and peer groups in ways that support troubleshooting and problem solving. Seeks and shares relevant information, opinions, and judgments. Handles conflict empathetically. Explains the context of inter-related situations, asks probing questions, and solicits multiple sources of advice prior to taking action.</p>		
<p>Advanced (A): Converses with, writes reports and creates/delivers presentations to all levels of colleagues and peer groups in ways that support problem solving and planning. Seeks a consensus with business partners. Debates opinions, tests understanding and clarifies judgments. Brings conflict into the open empathetically. Explains the context of multiple inter-related situations, asks searching, probing questions, and solicits expert advice prior to taking action and making recommendations.</p>	✓	
<p>Expert (E): Converses with, writes strategic documents and creates/delivers presentations to internal business leaders and as well as external groups. Leads discussions with senior leaders and external partners in ways that support strategic planning and decision-making. Seeks a consensus with business leaders. Debates opinions, tests understanding and clarifies judgments. Identifies underlying differences and resolves conflict openly and empathetically. Explains the context of multiple, complex inter-related situations. Asks searching, probing questions, plays devil's advocate, and solicits authoritative perspectives and advice prior to approving plans and recommendations.</p>		✓

Title	<i>Business Logistics Specialist I</i>	<i>Business Logistics Specialist II</i>
<p>Decisiveness: Assesses the scope and potential impact of an issue or opportunity. Uses business criteria and values to evaluate alternative courses of action. Makes a timely choice based on the options and information available.</p>		
<p>Being Developed (BD): Applies values, policies and procedures to make timely, routine decisions of limited, clear choice. Seeks instructions or escalates matters that require judgment.</p>		
<p>Basic (B): Applies values, policies, procedures and precedent to make timely, routine decisions of limited, clear choice. Seeks advice and guidance or escalates matters that require judgment.</p>		
<p>Intermediate (I): Applies values, business strategy, policies, procedures and precedent to make timely decisions with limited consequences. Gathers data to support recommendations and seeks approval for taking action that will set precedent while minimizing potential risk.</p>	✓	
<p>Advanced (A): Applies values, business strategy, policies, precedent, and experience to make complex decisions with uncertain consequences. Makes benchmarked, researched recommendations with contingency plans in place for potential adverse consequences. Lobbies business partners and subject matter experts for consensus in taking action that sets direction in at least one critical business function. Promotes a tolerance for risk within boundaries that equate with the benefits.</p>		✓
<p>Expert (E): Applies values, business strategy and collective experience to make policy decisions with incomplete, conflicting information and uncertain long-term consequences. Sponsors and approves benchmarked, researched recommendations with contingency plans in place. Participates with senior business leaders and subject matter authorities in defining strategies and courses of action that will impact the enterprise. Makes timely decisions that set enterprise-wide direction. Promotes a tolerance for high long-term risk that equates with significant returns on the investment.</p>		

Title	<i>Business Logistics Specialist I</i>	<i>Business Logistics Specialist II</i>
<p>Information Seeking: Gathers and analyzes information or data on current and future trends of best practice. Seeks information on issues impacting the progress of organizational and process issues. Translates up to date information into continuous improvement activities that enhance performance.</p>		
<p>Being Developed (BD): Asks questions and solicits procedural information that explains how day-to-day tasks are conducted. Collates facts and data. Checks and monitors progress of activities in area of responsibility. Seeks out the appropriate people for guidance when needed to get things done.</p>		
<p>Basic (B): Seeks information on both formal and informal processes. Uses appropriate tools, techniques and sources to gather, update and monitor information. Checks for accuracy of interpretation. Seeks out the appropriate people for guidance when needed depending on the type of issue.</p>		
<p>Intermediate (I): Utilizes a variety of information and data sources pertaining to organizational and professional trends. Checks the source for omission and accuracy. Identifies the sources that are appropriate for specific types of information. Checks for bias and omission. Seeks out the appropriate people to approach for guidance either formally or informally depending on the type of issue. Links information in a lateral as well as linear manner. Finds hidden data. Relates and manipulates data from various sources to create a fuller picture. Investigates and uncovers root causes of a problem or issue.</p>		
<p>Advanced (A): Researches organizational and professional trends. Networks internally and externally on areas of interest and concern. Evaluates sources, and collates and compares findings for bias, omission and accuracy. Conducts objective analysis. Prioritizes information by source. Monitors systematically. Deploys resources (time, people, and systems) to ensure timely management reporting. Reviews and determines need for corrective action and/or business opportunities.</p>	✓	
<p>Expert (E): Studies environmental, business and technological trends and forecasts. Networks among thought leaders and strategic influencers. Differentiates data sources for validity, reliability and credibility. Tracks and synthesizes systemic benchmarking trends. Evaluates composite information in relation to its impact on decision-making and strategic implications. Sets expectations for and reviews management and key stakeholder reports. Assesses validity of business strategy recommendations against trend data. Steers senior leadership toward making informed, sound strategic decisions.</p>		✓

Title	<i>Business Logistics Specialist I</i>	<i>Business Logistics Specialist II</i>
<p>Service Provider Assessment & Evaluation: Analyzes and evaluates business need, product capabilities, and cost benefit required for assessing and evaluating external service providers and their products. Understands service provider history, market position, future product plans, and strategies.</p>		
<p>Being Developed (BD): Gathers and records data on specified vendors' services and products against defined requirements.</p>		
<p>Basic (B): Assesses and compares service providers and their products in meeting defined requirements. Documents findings in a report that articulates the challenges and opportunities of each option.</p>		
<p>Intermediate (I): Evaluates internal provider solutions against proposed external solutions. Researches and analyzes best in class vendors and identifies vendors and products that support the business strategy. Articulates options and makes a recommendation for the best match between service/product and business requirements. Proposes performance criteria and standards to meet business needs (quality, cost and responsiveness).</p>		
<p>Advanced (A): Leads the evaluation and selection process for external service providers. Researches and analyzes industry standards and trends for services providers and their products. Evaluates business requirements against service provider/product options. Understands and articulates the impact on business results as services and products emerge in the industry. Reviews performance trends for ongoing service/product improvements. Solicits business feedback on how solutions met business needs and recommends appropriate action, if required.</p>	✓	
<p>Expert (E): Develops the rationale for using, or not using, external vendors for particular projects or functions. Sponsors the strategy for use of vendors and products to support and improve the efficiency and effectiveness of business processes. Reviews performance trends against best standards, business partner feedback, and business strategy and objectives. Validates that the requirements for services and products are met and approves the choice of vendor and/or alliance partners for large-scale projects, core functions and enterprise-wide initiatives. Assesses opportunities for consolidation and integration of solutions. Negotiates major enhancements to products and services provided by vendors as necessary in order to meet enterprise needs.</p>		✓

Title	<i>Business Logistics Specialist I</i>	<i>Business Logistics Specialist II</i>
<p>Teamwork: Collaborates with other members of formal and informal groups in the pursuit of common missions, vision, values and mutual goals. Places team needs and priorities above personal needs. Involves others in making decisions that affect them. Draws on the strengths of colleagues and gives credit to others' contributions and achievements.</p>		
<p>Being Developed (BD): Participates willingly by supporting team decisions, assisting other team members, and doing his/her share of the work to meet goals and deadlines. Informs other team members about client-related decisions, group processes, individual actions, or influencing events. Shares all relevant and useful information.</p>		
<p>Basic (B): Takes initiative to actively participate in team interactions. Without waiting to be asked, constructively expresses own point of view or concerns, even when it may be unpopular. Ensures that the limited time available for collaboration adds significant customer value and business results.</p>		
<p>Intermediate (I): Actively solicits ideas and opinions from others to quickly accomplish specific objectives targeted at defined business outcomes. Openly encourages other team members to voice their ideas and concerns. Shows respect for differences and diversity, and disagrees without personalizing issues. Utilizes strengths of team members to achieve optimal performance.</p>	✓	
<p>Advanced (A): Consistently fosters collaboration and respect among team members by addressing elements of the group process that impedes, or could impede, the group from reaching its goal. Engages the “right people,” despite location or functional specialty, in the team by matching individual capabilities and skills to the team’s goals. Works with a wide range of teams and readily shares lessons learned.</p>		✓
<p>Expert (E): Identifies and improves communication to bring conflict within the team into the open and facilitate resolution. Openly shares credit for team accomplishment. Monitors individual and team effectiveness and recommends improvement to facilitate collaboration. Considered a role model as a team player. Demonstrates high level of enthusiasm and commitment to team goals under difficult or adverse situations; encourages others to respond similarly. Strongly influences team strategy and processes.</p>		

Title	<i>Business Logistics Specialist I</i>	<i>Business Logistics Specialist II</i>
<p>Thoroughness: Demonstrates attention to detail and accuracy. Defines and organizes tasks, responsibilities and priorities. Takes responsibility for timely completion.</p>		
<p>Being Developed (BD): Applies attention to detail to routine tasks defined in formal, written procedures and oral instructions. Seeks guidance on the quality and the degree of completion required for completing new tasks. Reprioritizes, as new deadlines are set. Responds constructively to customer feedback on task output.</p>		
<p>Basic (B): Performs tasks according to quality and output standards. Takes initiative to ensure that outcomes meet internal and external customer requirements. Solicits feedback on performance in new tasks. Measures accuracy using performance metrics. Sets improvement standards to reduce errors, omissions and oversights.</p>		
<p>Intermediate (I): Demonstrates operational agility. Uses organizational systems that result in multiple critical activities to be identified and completed on time. Renegotiates priorities as necessary. Puts systems in place and uses them to monitor and detect errors and problems. Tests and inspects outputs, and applies quality checks prior to work submission.</p>		
<p>Advanced (A): Identifies potential areas of conflicting priorities and vulnerability in achieving standards. Reviews department's progress against established goals, objectives, service level targets and project milestones. Supports others in achieving deliverables by efficiently allocating resources and providing common organizing systems, techniques and disciplines. Maintains a proactive work review and approval process prior to assignment completion. Solicits internal and external customer evaluation of performance and devises measures for improvement.</p>	✓	✓
<p>Expert (E): Sets the vision, defines the value and acts as role model for creating a culture that sets superior standards and delivers on time and on budget. Agrees upon service level and project expectations with senior leaders. Reviews enterprise's progress against established goals, objectives, service level targets and project milestones. Devises strategies for delivering large-scale projects on time. Proactively conducts business review meetings for reprioritization of resources and taking corrective action to respond to strategic initiatives. Holds self and leadership team members accountable for achievements, publicly recognizing successes. Identifies areas of potential vulnerability in achieving strategic business drivers. Supports the enterprise in achieving deliverables by investing in world-class organizational processes.</p>		

Title	<i>Business Logistics Specialist I</i>	<i>Business Logistics Specialist II</i>
<p>Vendor & Alliance Management: Creates relationships with vendor and/or alliance partners to ensure smooth workflow and meet external and internal client needs. Sets standards and monitors for improvements in shared accountabilities and capabilities.</p>		
<p>Being Developed (BD): Follows defined procedures when working with vendor and/or alliance partners. Escalates questions and problems to the appropriate contacts. Follows through and ensures planned action steps are taken.</p>		
<p>Basic (B): Follows procedures for working with vendor and/or alliance partners and resolves day-to-day problems within defined guidelines. Maintains ongoing dialogue with partners. Suggests improvements in workflows and handoffs between vendor and/or alliance partners and own organization. Escalates non-routine questions and problems.</p>		
<p>Intermediate (I): Coordinates effective workflows and processes with one or more vendor and/or alliance partners. Resolves routine and non-routine conflicts and performance issues. Tracks and reports on service satisfaction levels. Escalates operational failures as well as adverse trends in operational performance.</p>		
<p>Advanced (A): Works with vendor and/or alliance partners to identify strategic opportunities and define solutions to meet the needs of multiple stakeholders. Develops and manages contractual and service level agreements with one or more partners. Reviews performance trends against service level agreements and coordinates governance processes. Resolves escalated issues and conflict.</p>	✓	
<p>Expert (E): Directs, and sets terms and expectations for the provision of products/services from multiple, integrated vendor and/or alliance partners. Leads the evaluation and selection process for significant partnerships. Defines the criteria for and approves the choice of vendor and/or alliance partners for large-scale projects, core functions and enterprise-wide initiatives.</p>		✓

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