



**FAHR HR Club**

**Job Evaluation/Leveling**

**Presentation by Towers Watson**

**Elie Georgiou-Botaris**

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TOWERS WATSON 

## Session's Topics

- Introduction to Towers Watson
- What is Job Evaluation/Leveling & Why?
- Global Grading Methodology Overview
- Career Map Methodology Overview

## Introduction

# Towers Watson – A leading Global HR Consultancy

Our **14,000 associates** in **37 countries** work together to deliver the perspectives that give your organization a clear path forward. It's a new world, and we're here to help you take it on.

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## What is Job Evaluation/Leveling?

- A systematic process of objectively determining the relative value and ranking of jobs in an organization
- A system for analysing and comparing different jobs according to the overall responsibilities and the scope of each job
- A method for establishing meaningful groups of jobs (Job Families) that reflect these differences in the rankings
- Not concerned with the volume of work, or with the person doing it, or with the current pay
- A platform for ensuring internal equity and fairness

## Why Job Evaluation/Leveling?

- Establish a framework to define and determine job hierarchy, job value and contribution
- Create a flexible/adaptable mean of communicating career paths to facilitate talent mobility across the organization
- Enable a consistent link to the market that is defensible
- Provide a foundation for reward and talent management decisions - base pay, incentives, career management, workforce planning, learning and development, etc.

## Job Evaluation/Leveling in the Middle East - A Slow Improvement

79% of companies have existing job leveling methodology in place...

... with **direct link to pay** (87%), **benefits allocation** (83%), **job title** (77%), **incentives** (57%)

... and **only few links it to career management** (40%)

and **succession planning** (27%)

Key challenges with current approach:

- × Difficult to communicate to employees
- × Lack of integration with other Talent Management programmes
- × Very limited involvement from Business Managers

Source: 2011 poll survey across UAE and KSA

# ***Towers Watson's Global Grading Methodology***

## ***An Overview***

# About Towers Watson Global Grading System™ (GGS)

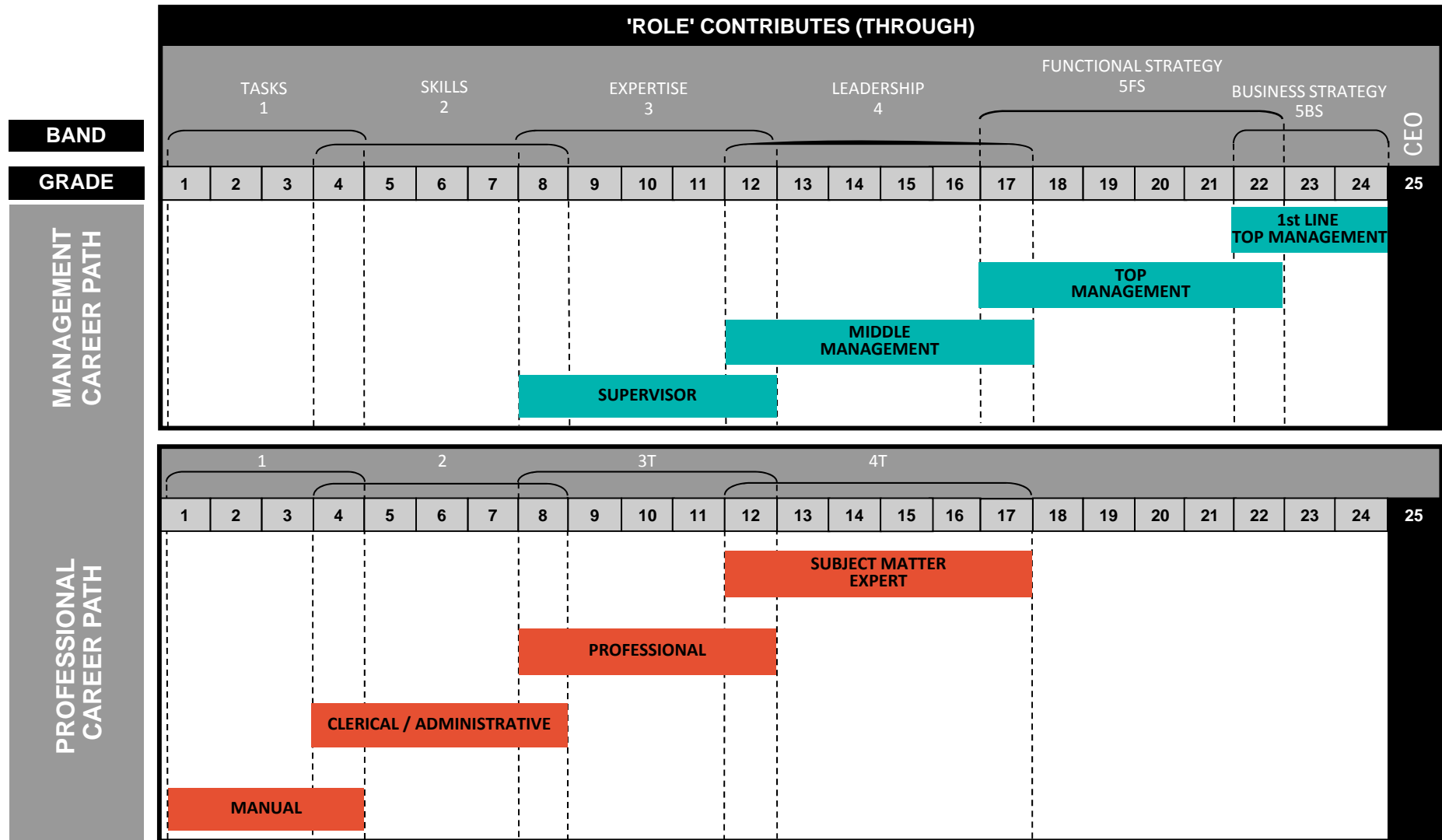
## Introduction



- ❑ A 25-grade job hierarchy **structure**
- ❑ The **methodology** to assess jobs against the structure
- ❑ The **software** to facilitate the process
- ❑ Culturally **neutral**

Note: Not all grades are utilized in all organizations.

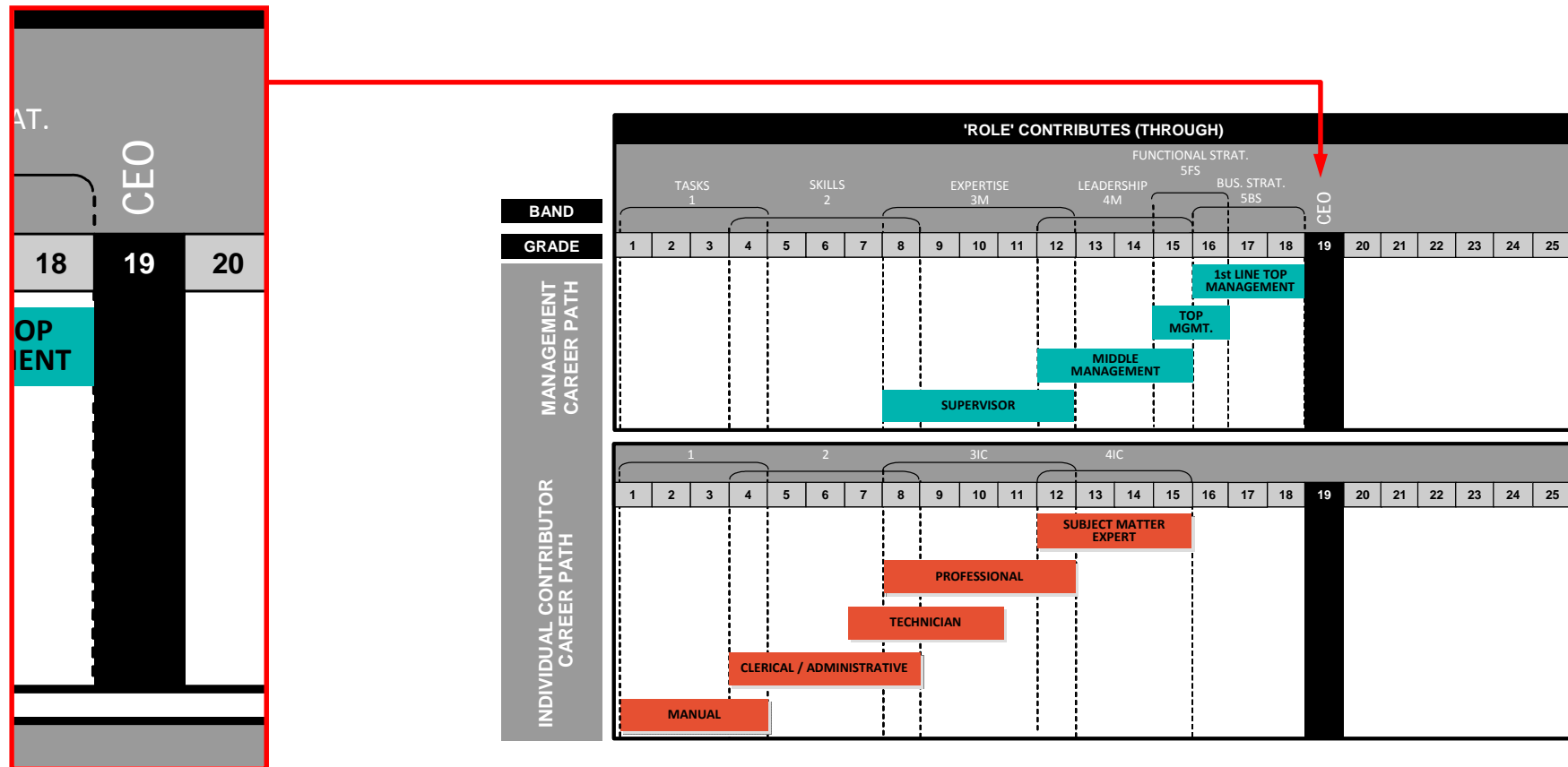
# A Grade Map: Large Organization (25 grades)



# About Towers Watson's Global Grading System

## Step 1: Scoping the Organization

- The scoping exercise sets the parameters for the job evaluation system by determining the grade of the top job (Managing Director/General Manager/CEO)



# About Towers Watson's Global Grading System

## Step 2: Banding a Job

- Use decision tree
- 2 to 5 questions on the nature of the contribution of the job to the Business

### Example

Is managing people a focus?

**YES**

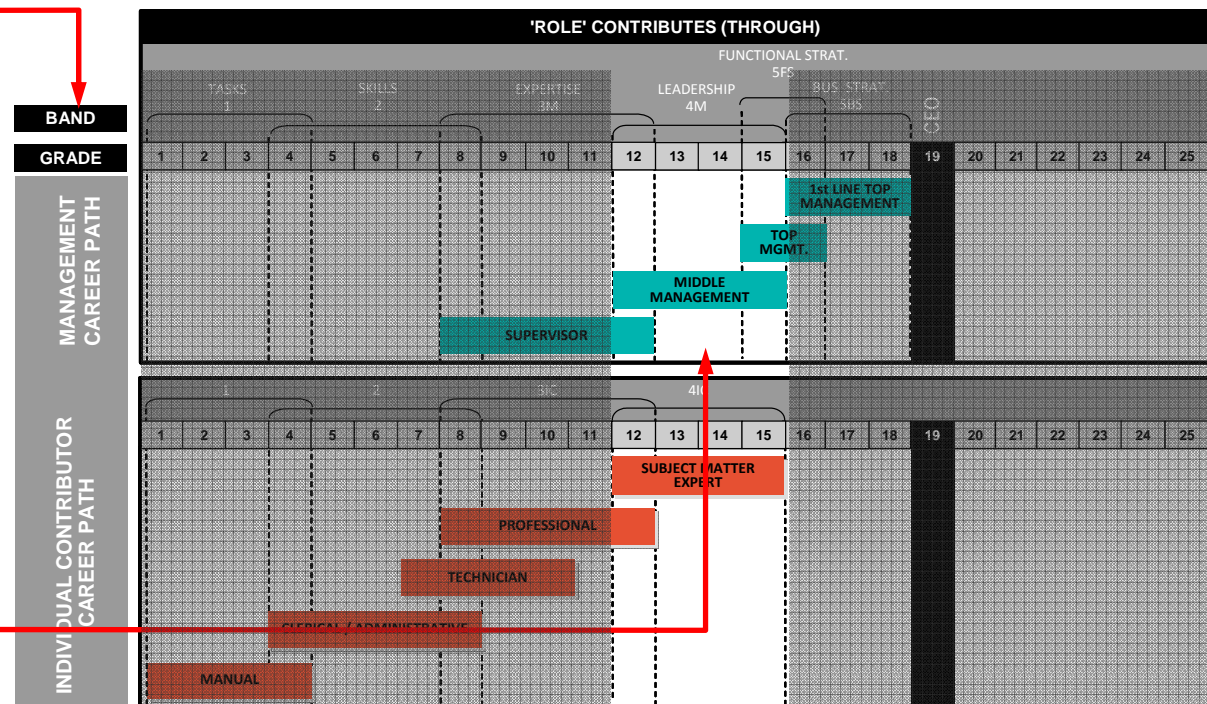
Manage professionals or managers?

**YES**

Set / significantly influence business strategy?

**NO**

First question determines career path



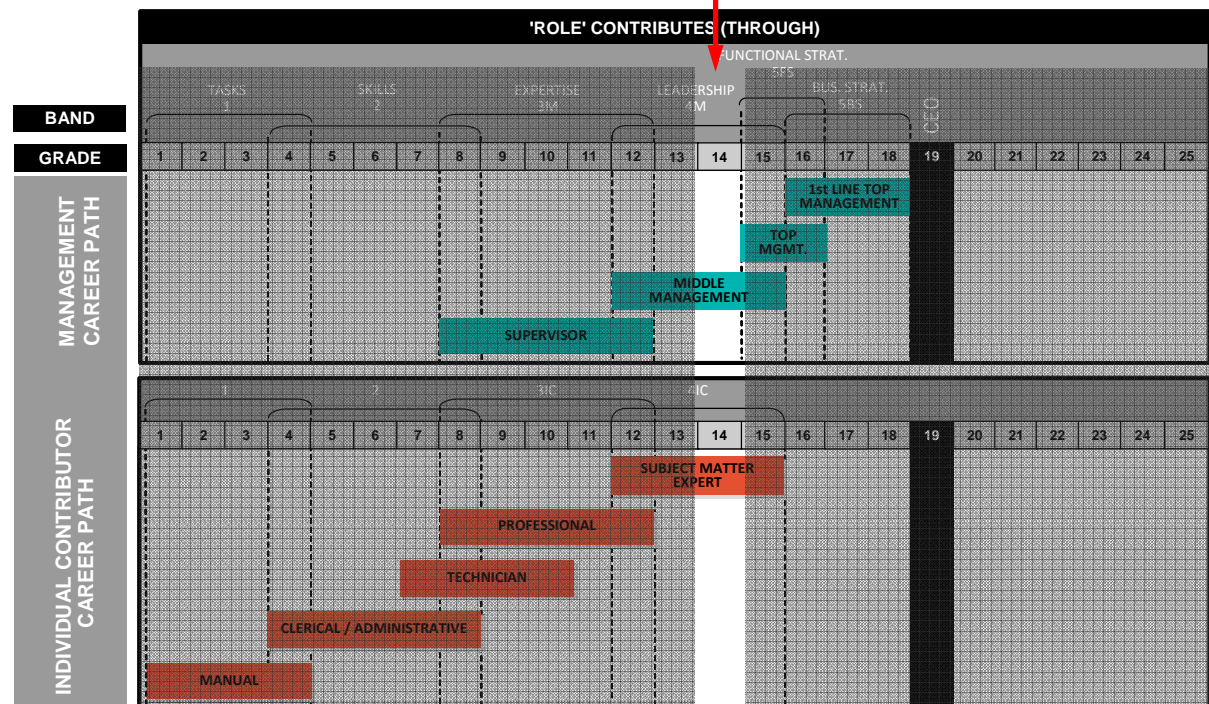
# About Towers Watson's Global Grading System

## Step 3: Grading a Job

Seven factors drive the grading decision

### 7 Factors

Functional Knowledge  
Business Expertise  
Leadership  
Problem Solving  
Nature of Impact  
Area of Impact  
Interpersonal Skills



# About Towers Watson Global Grading System

## Main Benefits



- Easy to use - paperless process
- Easy to explain - coherent logic
- Provides a key role for line managers
- Limited bureaucracy - no need for committees
- Limited dependency on consultants
- Flexibility - supports organisational change
- Linked to Towers Watson market databases
- Culturally neutral

# ***Towers Watson's Career Map Methodology***

## ***An Overview***

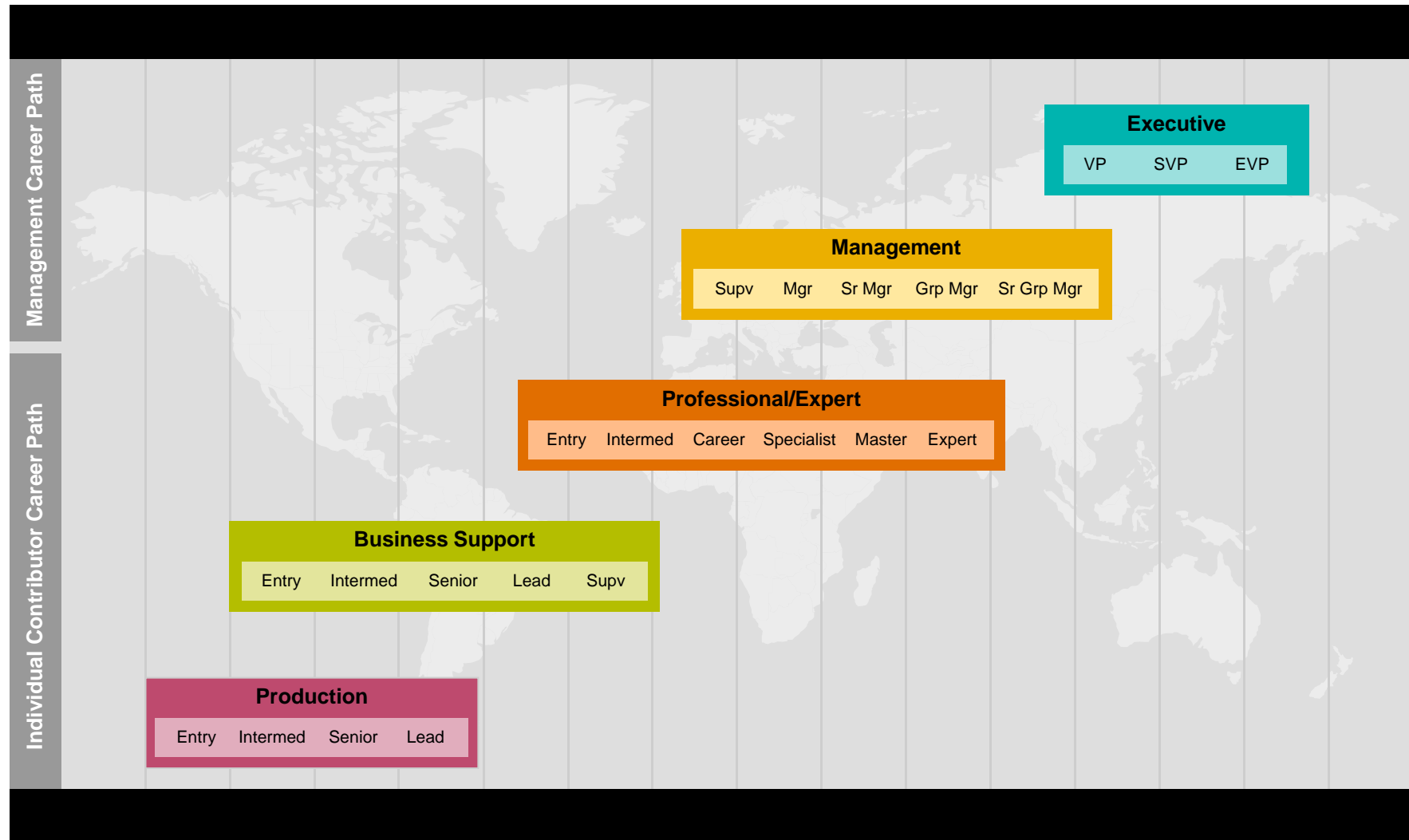
## What is Career Map?

- Series of career bands and levels increasing in complexity/ responsibility, that represent career progression opportunities

## Why Career Maps?

- Define the natural development of people in an organization, while supporting business objectives
- Organize work opportunities from an employee perspective
- Clarify responsibilities from one level to another
- Create internal platform for determining job value
- Create a framework for a wide range of human resources applications including compensation and talent management

# Career Map provides a methodology to map jobs into a set of 5 established career bands and levels...



# Balancing job consistencies with

- Each career band has 3-4 levels that represent multiple steps to accommodate the variety of roles and are well defined
- The bands and levels are aligned to the overall grading structure

