2016 EMEA Job Levelling and Architecture Summit
Conference summary
Over the last 10 years we have seen enormous change in the way organisations approach job levelling and architecture. Technology, digital media and robotics are transforming work and jobs. The employee/employer relationship is changing; the nature of work and the concepts of a ‘job’ are changing; and employers are having to rethink the way they organise work and the business itself.

In our 10th anniversary Summit, we were delighted to be joined in The Netherlands by 138 delegates, representing many of Europe's leading employers.

Through case studies featuring industry leaders and sessions lead by Willis Towers Watson consultants, we explored a decade of evolution in job levelling and architecture. And we discovered how organisations really are transforming the present and redefining the future.

We would like to thank each of our speakers for taking part, and we hope their stories inspire you to use job levelling and architecture to transform the present and to redefine the future of your organisation.
The last 10 years have brought about a fundamental shift in the concept of a career, characterised by a growing emphasis on employee expectations and engagement. In turn, this has demanded ever more flexible and inter-connected approaches from employers to defining an employee experience that aligns with the business strategy, that helps attract and retain top talent, and that appeals to perceptions of work/life balance. **How did we get here?**

<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
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<tbody>
<tr>
<td>2000</td>
<td>Focus is traditional job evaluation. At that time we recognised that changes were probably required because the world was changing rapidly.</td>
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<tr>
<td>2005</td>
<td>There was an increasing need within organisations to build a better understanding about different jobs around the world and how they compare to each other. How can technology play a role in this field?</td>
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<td>2007</td>
<td>The notion of broad banding and job architecture was introduced.</td>
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<td>2009</td>
<td>Financial crisis. How organisations could do something with very limited budgets.</td>
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<td>2012</td>
<td>Engaging employees in job levelling and architecture. Job levelling and architecture really starts to serve the purpose of being the design for supporting talent processes.</td>
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<tr>
<td>2013</td>
<td>Job levelling and architecture as a foundation for the Employee Value Proposition (EVP).</td>
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<td>2014</td>
<td>Organisational design and effectiveness (use target operating model alignment and grading analytics).</td>
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<td>2015</td>
<td>Using job levelling and job architecture to develop a highly evolved employment deal.</td>
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<td>2016</td>
<td>What can we learn from the past? What will the future bring us?</td>
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Lessons learned

- Think about the job and not the person. If a person is bigger than the job, let them be bigger than the job. If a person is smaller than the job, set out a clear path for development and make sure that their pay is also in line with this ‘need for further development’.
- Business buy-in is critical. Listen to the business and the questions they have, then start to drip-feed how the project could help to answer their questions.
- Engaging consultants is very helpful. They provide market expertise, which also helps gain buy-in from the business, and function as a sounding board for objectives and ideas.
- Global grading versus job matching methodology does not necessarily match, but it is fine to go +/- 1 grade to make sure you are market aligned.

View Andrew’s slides here >

Andrew Scales
Assistant Vice President and Head of Compensation and Benefits, Europe and Middle East, Liberty Mutual Insurance

Implementing job levelling across 18 countries
Andrew explained how the organisation had a number of different structures in place. There was a clear need to create a consistent language between different entities. GGS enabled Liberty to bring this consistent language and the firm started to evaluate the top jobs of all country organisations outside the US. The outcomes of the grading exercise were immediately seen as the building blocks for other talent and reward programmes, and have now been used to build new incentive plans as well as support mobility processes.
Philipp Kurtenbach
Global Director, Talent and Organisation Development, Dentsu Aegis Network

Dentsu Aegis Network and their Career Management Framework (Horizons)
Following rapid growth after a merger in 2013, and with an operating model involving nine global network brands and a very large number of local brands, Dentsu required a consistent yet flexible career management framework. There was also a need to develop people with broader skill sets than those traditionally required. Philipp explained the introduction of their Framework (Horizons), and the impact it has had on the organisation.

Lessons learned

- A graphical representation of the framework was important for Dentsu Aegis: the business was not willing to discuss the framework until there was a graphic that connected with the organisation's culture.
- It was very important to get the company on board for the cultural and behavioural change that was required to bring the framework to life. To do this, a simple interactive pdf with role families, and role disciplines was created.
- Running a global project in a decentralised organisation does not mean it has to be a central project; you just need to engage a wide community in the project. Don’t underestimate your colleagues in the HR function.
- Keep it simple!

View Philipp’s slides here >
Sergio Spinelli  
Head of Human Resources, Juventus Football Club 1897

How Juventus Football Club used job levelling to bring alignment between the people and the business strategy
Football clubs develop their strategies based on commercial structures. Maintaining performance levels relies on an effective human capital strategy aligned with the business strategy. Sergio shared the journey of how Juventus started to use GGS, the outcomes of which will then serve as foundation for internal equity analysis, market competitive analysis and reward programme design.

 Lessons learned

- Sponsorship and the direct involvement of top managers is crucial.
- Job levelling is not only relevant for HR, but is an important pillar for enabling business growth and governance.
- GGS can be used for any organisation and any job.
- Job levelling is a foundation for reward and talent programmes.

View Sergio’s slides here >
Using global grading to create a framework to support business strategy and organisational change

Liberty Global has primarily grown through M&A activity, resulting in the current group of operating companies based across the world. These operating companies were not integrated and therefore, each had its own levelling structure in place. The organisation recognised the need to have a common language around jobs and job levels. Deepali shared the journey the firm went through in rolling out GGS across 13 countries and explained how they went about implementing the framework by developing an implementation toolkit.

Lessons learned

- Developing and implementing a global framework takes time.
- Developing an implementation toolkit pays off.
- HR and business involvement is a key success factor in the process.
- Governance is critical to maintain framework going forward.
- Communicate the framework first, then communicate talent and reward processes.
Sameer Mujawar  
Compensation and Benefits Expert, Sandvik

Using job architecture to improve sales effectiveness

Following the economic downturn, Sandvik wanted to review its sales incentive plans and create a global framework that could be applied to all business areas. Sameer discussed how job architecture can be applied to the sales organisation and support not only sales compensation but also other reward and talent processes.

Lessons learned

- It is important to ‘step into the shoes’ of the business. Following the workshop, the framework was tested with the individual businesses themselves.
- The focus was on making sure that this was not a compensation and benefits project, but rather a project where the business owned the final decisions, making sure the framework would actually work for them.
- During the project senior leadership was involved, which helped to obtain buy-in across the business.

View Sameer’s slides here >
Meike Keber
HR Project and Change Manager, ING-DiBa

Developing a new set of values and behaviours at ING
ING identified a clear need to differentiate themselves, both from competitors and also from their traditional way of working. Meike described how the company defined a new set of values and behaviours (the Orange Code) to address this and explained how they implemented the values and behaviours globally.

Lessons learned

- Success was driven by involving all the employees throughout the project.
- Many creative ideas were developed, showing that HQ does not necessarily have to be involved in deciding on how to implement.
- Participation was encouraged by the CEO asking every employee to take part via an email and intranet page. It had to be relevant for every employee.
- Most employees are aware of Orange Code (93%) and 71% believe it will help ING to deliver on their strategy. Living the Code will continue to be work in progress.
James Williams  
*Head of Compensation and Benefits, Maersk Olie og Gas A/S*

How Maersk transitioned from a granular job levelling approach to broader levels with an increased focus on career tracks  

Maersk's existing job levelling approach had become all about job grades and a job grade hunt emerged. Grades became a black box and nobody was able to explain the difference between grades. James described how Maersk moved from a granular job levelling approach to broader levels with an increased focus on career tracks, including the use of intranet tools to bring the framework to life.

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**Lessons learned**

- Define what you want to achieve with the project (success measures). For Maersk this was building and attracting top talent and being able to recognise diversity of careers (technical, managerial, specialist).
- Throughout the project check how you are doing on your success measures.
- Make it about the career, not about compensation.
- Business involvement and stakeholder management is a key success factor.
- Design through consultation on key issues/challenges, make it a joint HR project.

[View James’ slides here >](#)
Work – but not as we know it

“The days of employment being the only important means for getting work done are passing.” – Lead the Work, Boudreau, Jesuthasan and Creelman, 2015

Work is changing

How we get the work done is changing

Job levelling and architecture is a foundation – but how we design an implement it will continue to evolve

There are impacts on the whole of the employee life cycle

...Dont get left behind

Find out more >
Our final session was a panel discussion from our client speakers, chaired by Carole Hathaway. This gave an opportunity for the client speakers and the assembled delegates to reflect on the discussions during the summit.

- Start thinking about the roles we need for the future. The way we interact with our consumers is changing, this will also impact roles.
- Sometimes we are trying to over-engineer things. Make sure that you only create things that you actually need and will help you.
- Always measure the success of your project. One way to do this will be via employee engagement survey results.
- Engage your works councils relatively soon in the process. Know when and why you need to engage them. Take them through the methodology and show them how it works.
- The key to effective governance is finding the balance between simple but sound.

This tenth Summit looked at how, in the face of continued change, organisations are now approaching job levelling and architecture to create leading-edge talent and reward programmes that truly support the employee life cycle.

On behalf of Willis Towers Watson, we would like to thank all of our guests for attending and most particularly, our speakers for their time and input. We very much hope to see you all again at our future events.
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