2015 EMEA Job Levelling Summit

Using job levelling and job architecture to deliver a highly evolved employment deal

26–27 February 2015, Munich, Germany
www.towerswatson.com/2015JLS
Thursday 26 February 2015
13.00 – 14.00 Registration and lunch
14.00 – 14.15 Welcome and open of 2015 EMEA Job Levelling Summit
Martin Emmerich and Ian Milton, Towers Watson
14.15 – 15.00 Highlights of the 2014 Talent Management & Rewards and Global Workforce Studies and the conclusions for job levelling
Carole Hathaway, Towers Watson
15.00 – 15.30 Case Study: Mars – Giving associates every reason to stay
James Greenier, Global Rewards Programme Director, Mars
James will address some fundamental questions underpinning the successful delivery of a fairer, more consistent approach to job and pay structures, across a complex matrix organisation. How do you get a big global change management programme off the ground? Who needs to be involved? How do you maintain control? What do our associates think about it? And what are the tangible benefits?
15.30 – 16.00 Career Management: A case study for enabling career management through job levelling
Angel Hoover, Towers Watson
The advantages of job levelling and organisational job architecture are numerous. Where should an organisation start? How does an organisation optimise its ability to leverage this system across its integrated talent management processes? This session is a case study of the practical decisions, challenges and opportunities that are presented when integrating job levelling into career development and management solutions.
16.00 – 16.30 Coffee break and Content Café
16.30 – 17.00 Case Study: Commerzbank – Grading – A basis for structural benchmarks and personnel development
Stefan Tress, Head of Group Compensation & Benefits, Commerzbank AG
This session will provide an explanation of the grading system ‘ComMap’ in the Commerzbank Group. The grading system (ComMap) provides a basis for a differentiated and market-oriented compensation system and establishes a management tool which can be linked to other HR products. This presentation will explore ‘grading as a basis for structural benchmarks’ and ‘grading as a basis for personnel development’.
17.00 – 17.30 Segmentation – What should it mean and how is it changing?
Richard Veal, Towers Watson
The concept of segmentation is well known in the marketing sciences industry – analysing consumer markets and behaviour is essential. If we can understand how employee behaviours may affect strategic success differently in different roles, a conscious choice can be made to invest differently across employment segments. This will ultimately improve the return on investment in reward and talent programmes. In this session we will explore the fast paced consumer world and what lessons could be adopted by the HR industry.
17.30 – 18.15 Discussion round: Getting the message across – The challenges of communicating job levelling
18.15 Drinks reception
19.30 Dinner at the Sofitel Munich Bayerpost

Friday 27 February 2015
07.30 – 08.30 Breakfast and Content Café
08.30 – 08.45 Introduction to the day
Joris Wonders, Towers Watson
08.45 – 09.15 Case Study: Generali – From federation to one group: Organisational clarity through job banding and grading
Giacomo Silvestri, Group Head of Organisation, Strategic Workforce Planning and Change Management
This session will describe how the job grading and banding exercise conducted at group level in more than 70 major legal entities contributed to creating shared organisational principles at group level. Global banding has been a fundamental lever in building our group culture through a common language and principles.
09.15 – 09.45 Organisation effectiveness – Making the connection to job levelling
Phil Merrell and Martin Wolff, Towers Watson
This session looks at the connection between job levelling and organisation effectiveness. We will consider the importance of ensuring healthy amounts of autonomy, purpose and recognition in the way jobs are organised, and argue that job levelling provides important analytics in support of organisation effectiveness.
09.45 – 10.15 Case Study: Pernod Ricard – Four years into living with a global banding framework – What have we learnt?
Estelle Rivals, Global HR Project Director, Pernod Ricard
Pernod Ricard implemented globally a job banding framework underpinned by GGS covering its top 3,500 positions in 2011. Since then the business has experienced significant change – growing in some parts of the world, getting smaller in other places, adapting its organisation structure worldwide. This session will focus on the importance of undertaking a thorough review and ensuring proper governance and maintenance processes are in place over time.
10.15 – 10.45 Coffee break and Content Café
10.45 – 11.15 Case Study: Allianz – Grading at Allianz – Global implementation
Linda Schirmanski, Head of Global Grading, Allianz SE
Through the use of the global grading system Allianz has built a structure to manage top executive roles in a consistent fashion across the globe. The rollout to lower levels including further linkage to HR tools and programmes is underway. Linda will discuss the approach Allianz took to implement and maintain the global grading system within the Group.
11.15 – 12.00 Discussion Round: What does success look like – Return on investment
12.00 – 12.30 Panel discussion: Featuring Generali and Mars
Facilitator: Carole Hathaway, Towers Watson
12.30 – 12.45 Close of Job Levelling Summit 2015
Martin Emmerich and Joris Wonders, Towers Watson
12.45 - 14.00 Lunch and Content Café
**Biographies**

**Towers Watson hosts**

**Martin Emmerich**
*Germany Leader, Rewards, Talent and Communication*

Martin Emmerich is the Leader of the Rewards, Talent and Communication Line of Business in Germany.

Besides this role, he also acts as a Client Relationship Manager for a number of important clients. Martin has more than 20 years of experience in the field of HR strategy, rewards and talent management. He has led a large number of local and international consulting projects. Before joining Towers Watson, Martin spent eight years with an international HR consulting firm in Germany in the Rewards and Performance Management practice. Prior to this he worked for one of the largest German banks, he held several positions within the retail banking business of the bank, finally as a branch manager.

Martin has led a significant number of projects in the following industries: financial services, FMCG, pharmaceuticals, utilities and manufacturing.

**Carole Hathaway**
*Global Practice Leader, Rewards*

As Global Leader of Towers Watson’s Rewards practice, Carole has over 25 years’ experience in HR consulting and is based in London. She has a variety of experience across a wide range of human capital consulting. However, her primary interest lies in reward strategy and the design and development of innovative approaches to reward. Carole’s key areas of specialisation include reward strategy and alignment to business objectives, base pay design, broadbanding, competencies and job evaluation, HR integration post M&A, performance management and other talent management linkages to reward.

Carole has significant international consulting experience and has worked on projects in Europe, the Middle East and the US. Many of her clients are multinationals.

**Ian Milton**
*Senior Consultant, Rewards*

Ian is a highly experienced reward practitioner with over 16 years’ experience in HR consulting, acting to provide advice and guidance on sustainable practices in the management of reward and benefits, with a particular interest in job levelling, career development frameworks, incentive design and organisational dynamics. Ian leads the development of job levelling practices and solutions across the EMEA region at Towers Watson. Based in the UK, Ian specialises in working with clients on the development of job levelling solutions that are aligned with their business and people priorities, working across multiple industries at the UK, European and global level.

Ian is also an experienced specialist in equal pay deliberations. He has worked at PwC, Aon Hewitt and Hay Group, providing advice to clients on best practice on the use of market data, incentive design and custom survey solutions to clients across a broad range of industries.

**Joris Wonders**
*EMEA Leader, Rewards*

As EMEA Practice Leader for Rewards, Joris has re-joined Towers Watson from Kingfisher plc. As Head of Reward, his key projects included launching new bonus and long-term incentive plans and managing reward programmes for Kingfisher’s top cadre of leaders. Prior to this, Joris spent over 12 years at Towers Watson in both Germany and the UK, which included building and leading a team in the then-new Munich office and more recently heading the Rewards team in the UK.

Joris specialises in the design and implementation of reward, talent and performance management strategies and programmes across a range of sectors, with significant experience in retail, extractive industries and high-tech. His expertise spans reward strategy, performance-based reward, job levelling, career architecture and base-pay design. Joris also has a wide HR consultancy background beyond rewards, in areas such as talent management, organisational alignment and executive compensation.

Joris has a Master’s in Industrial Relations and Human Resources Management from London School of Economics and a first class degree from the University of Birmingham in German and Sports Management.

**Towers Watson speakers**

**Angel Hoover**
*Director, Talent and Rewards*

Angel is a Director in the Talent and Rewards Practice at Towers Watson. Angel has more than fifteen years of experience leading projects in the areas of talent management, organisational design, leadership alignment, workforce strategy and change management and currently leads the Rewards, Talent and Communication and Change Management practice for Chicago/ Milwaukee in the United States.

Before joining Towers Watson, Angel was the Director of Enterprise Transformation and Organisation Development at a publicly traded energy/utility company. Prior to that, she was an executive in the Organisation and Change Management Practice at Accenture. Angel holds a Master’s degree in Industrial Relations from the University of Wisconsin and Bachelor’s degree from the University of Minnesota in Business Management and Communications.

**Phil Merrell**
*Director, Change Management*

Phil has over 25 years’ experience as a Consultant and Business leader with a proven track record of helping businesses across a wide sector range achieve transformational change. He currently leads Towers Watson’s Change Management practice for EMEA. Phil spent a large part of his corporate career with the BBC where he occupied senior HR, operational and editorial roles. Phil generally works with large organisations with complex stakeholder profiles supporting high-profile change programmes.

His experience includes organisational and cultural transformation, change programme management, HR transformation and performance improvement programmes. Phil’s deep expertise also includes organisational design and integration, organisational effectiveness, leadership development, performance management and development, and HR transformation. Phil’s client list includes global financial, FMCG, energy, manufacturing and media businesses. He also has substantial experience of UK government and public sector organisations. He has an MBA and an MSC in Labour Relations.
Richard Veal
UK Leader for Rewards, Talent, Communication and Change Management

Richard is responsible for leading the Reward, Talent and Communication and Change Management line of business in the UK.

Before joining Towers Watson, Richard was at Aon Hewitt for 11 years, joining as Senior Creative and then Head of New Media, tasked with establishing the online communication practice. Richard has over 18 years’ experience in HR and benefits consulting and has delivered many creative solutions to solve internal branding and communication issues. By training Richard is a Creative Graphic Designer, which has driven his passion for high-quality creative solutions. His specific experience in communication consulting is in the fields of total rewards engagement, employee value proposition and pension change.

Martin Wolff
Practice Leader, HR Service Delivery

Martin is Practice Leader for Towers Watson’s HR Strategy and Organisation/Service Delivery practice in Germany, Austria and Switzerland and is acting as the Change Management Champion for the German speaking Markets; in this role he is part of our global Change Management expert team.

With 17 years of consulting experience, Martin has a wealth of experience in working with large, complex global organisations, including numerous Fortune 100 companies, in developing and implementing their HR and talent strategies/programmes. Prior to joining Towers Watson in 2008, Martin was a Principal with Gemini Consulting/Capgemini where he, amongst other responsibilities, was part of the Capgemini University faculty focusing on organisational design and implementation.

Guest speakers

Max Albers
Head of Corporate Compensation and Benefits – TÜV Rheinland

Max Albers leads the Corporate Compensation and Benefits practice of TÜV Rheinland. He leads a team of professionals in the Cologne headquarters and provides services and advice for over 18,000 employees within the TÜV Rheinland Group in more than 60 countries. Max joined TÜV Rheinland in 2013 and has held his current position since 2014. Prior to working for TÜV Rheinland, Max was a consultant in the TalentREWARD team of Towers Watson.

James Greener
Global Rewards Programme Director – Mars

James has been at Mars for over 21 years, having a career spanning research and development, supply, marketing, and now 11 years in rewards. Initially training as a research scientist and joining the New Technology Group at Mars, James’ specialist knowledge in rheology was soon displaced by a fascination with the intricate workings of a huge fast moving consumer goods business. His business knowledge increased by moving through roles in industrial engineering, logistics, European capital investments and activity management in marketing.

In Rewards, James has operated as UK and Ireland Pay and Benefits Manager, European Rewards Specialist and is now currently the leading the global implementation of a new job and pay framework at Mars Incorporated.

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John Murray
Group Head of Remuneration and Benefits – MBDA

John studied Engineering at the Queens University of Belfast and then Business Administration at the University of Ulster. He started his career in project management in the nuclear sector before moving into the defence sector joining BAE Systems in 1990. John then spent seven years in a number of project management, HR and change management roles. John then joined Matra BAE Dynamics where he experienced the European and international HR environments in a number of senior generalist and policy roles. In the early 2000’s, following several M&A activities, he moved to MBDA and held several Group Head and Director roles in resourcing and development, operations and business support.

John is currently HR Director, Remunerations and Benefits for MBDA and he is responsible for the development and implementation of the reward strategy and associated remunerations policies, processes and practices for 10,000 employees.

Estelle Rivals
Global HR Project Director – Pernod Ricard

Estelle has been working as Global HR Project Director at Pernod Ricard since 2012, leading key HR initiatives such as the development of the global employer brand and the diversity strategy worldwide. She joined Pernod Ricard as Deputy HR Director for Europe in 2006 with the acquisition of Allied Domecq where she had held various HR Development and HR operational roles across Europe for over 10 years.

In 2010, while HR Director for Pernod in France, Estelle played a key role in the development and implementation of Pernod Ricard’s first global job banding framework and more recently is leading a review of this given significant changes in the business.

Estelle holds an MBA from IESE Business School in Barcelona and a BBA in Marketing from the University of Houston.

Linda Schirmanski
Head of Global Grading – Allianz SE

Linda works as a rewards expert within the global HR management structure to contribute and execute the Group HR strategy and optimise all investments in human capital. She currently leads the roll-out of the grading system within the Allianz Group and has a wide range of experience in the field of human capital.

Linda has worked on global HR strategy, governance and transformation projects, and has a proven track record of combining conceptual approaches with hands-on operational solutions. Linda has approximately 20 years of experience and holds an MBA.
Giacomo Silvestri  
**Group Head of Organisation, Strategic Workforce Planning and Change Management – Generali**

Giacomo Silvestri has been former Professor of Organisation and Change Management in Bocconi University and visiting Professor in several international business schools. Before joining Generali Group, he was Senior Principal of The Boston Consulting Group in their Milan and Dubai Offices. He currently leads the global organisation, strategic workforce planning and change management function for Generali Group with responsibility on more than 40 countries. He is author of several international publications of organisation related topics.

Stefan Tress  
**Head of Group Compensation & Benefits – Commerzbank AG**

Since 2007, Stefan has been the Head of Compensation and Benefits at Commerzbank. Stefan is responsible for the design and implementation of the compensation and benefits policies and products of the Commerzbank Group worldwide, and for advising all group entities on top executive compensation.

Between 2005 and 2007, Stefan was Head of HR Processes. In this role, he was responsible for redesigning HR processes as well as for the development of a price setting models for HR products and services. From 1999 to 2005 Stefan was in a senior role developing compensation and benefit models. Prior to this, he was responsible for developing models to ensure the correct projection of risks of investment banking activities. Stefan holds a degree in Economics from the University of Konstanz in Germany.

**Content Café specialists**

**GLOBAL DATA SERVICES**

**Charlotte Koch**  
**Leader Talent and Rewards/Global Data Services**

Charlotte is Team Leader for Global Data Services in Munich. She heads the Towers Watson compensation surveys for the financial services industry in Germany, Switzerland and Austria. Her consulting focus is on: compensation management and salary structures, job levelling/grading, and organisational benchmarking and development.

Before joining Towers Watson in 2011 Charlotte worked in an HR consultancy within the field of Change Management and has gained experience in various HR roles at a global financial services provider. Charlotte has graduated from a Master’s Degree in International Human Resource Management and Employment Relations at The London School of Economics.

**Susann Mulzer**  
**Consultant, Global Data Services**

Susann Mulzer is a member of Towers Watson’s Global Data Services team, with responsibility for selected compensation surveys in Austria and Germany. In addition, Susann is part of a global team that focuses on Towers Watson’s survey offering for the consumer goods sector. Her consulting focus is on salary structures, compensation management, compensation benchmarking and job levelling.

**HR TECHNOLOGY**

**Paula Robertson**  
**EMEA Sales Lead, HR Technology**

Paula Robertson has 20 years’ experience in managing large technology projects for global organisations. Paula is an expert in the field of business processing outsourcing and ERP Systems including software applications, SaaS, SharePoint, Workday, Oracle, PeopleSoft and SAP. Her experience includes HR areas such as talent acquisition (e-recruitment and contingent workforce management), performance appraisal/assessment, career development, succession management, learning management, compensation management and workforce planning.

**David Hargrave**  
**Senior Consultant, HR Technology**

David is a Senior Consultant with Towers Watson’s Talent and Rewards practice based in London. He has been with the firm for nine years and focuses on all aspects of employee reward from strategy to programme design in areas such as job levelling, career architecture, compensation, performance management and incentives.

David has a particular focus on the implementation of programs and works closely with our HR Technology team in implementing compensation and performance management modules of Towers Watson’s technology Talent|REWARD. David is an experienced Project Director and has supported our clients in a variety of reward areas including developing reward strategies and associated design and implementation of compensation and career structures. David has recently led the implementation of a new performance management approach and system at a major UK bank.

**TALENT MANAGEMENT**

**Bettina Faude**  
**Germany Practice Leader, Talent Management**

Bettina is Leader of the Talent Management practice at Towers Watson in Germany. Bettina’s field of expertise focuses on the development and integration of competency, performance and career management processes. Moreover, she is well acquainted with the implementation of these processes within companies of various sizes.

Bettina is well experienced in all leadership assessment and development topics such as the design of development centres and management. She has designed comprehensive training portfolios as well as training and development processes and metrics. She holds a Diploma in Psychology with a focus on industrial and organisational psychology from the University of Konstanz.

Before joining Towers Watson, Bettina gained professional experience in the area of human resource management while working for different companies with a focus on personnel development and leadership diagnostics. Furthermore, she worked as a Research Assistant at Stanford University.
At Towers Watson, we can help you align your talent and rewards strategy with your business strategy to achieve long-term success. We rely on data, analytics and experience to pinpoint the talent and workforce needs that are vital to your overall performance. We develop strategies and design and implement programmes that address these needs, drive higher performance and ensure the right return on your investment in people. Backed by industry-leading technology, global workforce data, research and insights, we can help you quickly transform ideas into action.

Our services include:

- **Executive compensation**: our global expertise and experience can help you make sound decisions about how and how much to pay your senior executives.
- **Talent management and organisational alignment**: we can help you develop integrated programmes and processes to engage and develop leaders and employees and align their behaviours with the critical drivers of business performance for your organisation.
- **Rewards**: we provide the data, tools, strategy, design and execution support essential to ensure your pay and other reward programmes are cost effective and deliver the behaviour and performance you need.
- **Sales effectiveness and rewards**: our team collaborates with you to drive profitable growth – designing incentive plans, increasing productivity and identifying traits of top sales performers.
- **Communication and change management**: we combine expertise in change management, organisational effectiveness and communication to drive employee engagement and performance and help align behaviour with business results.
- **Organisational surveys and insights**: we design and administer employee surveys, and apply benchmark data and advanced analytics to develop practical insights about improving employee engagement, shaping a high-performance culture and achieving optimal return on talent investments.
- **Human resource/talent management technology**: we provide an array of consulting and technology solutions to support clients’ needs in managing talent and delivering HR services efficiently and effectively across the organisation. Specific services include HR technology strategy consulting, vendor selection and portal design and implementation. We also support clients in implementing new HR technology. Our capabilities include business case development, project planning, requirements definition, process design and implementation services supported by our change management expertise.
- **Global data services**: we are a global centre of excellence for compensation, benefits and employment practices information.

For further information, please visit: [www.towerswatson.com](http://www.towerswatson.com)
Create business value
with our world class job levelling framework

At Towers Watson we offer a range of job levelling approaches, from established methodologies to custom implementations. Our Global Grading System (GGS) and Career Map job levelling tools are not only more flexible than traditional methods, but also easy to implement, understand and manage.

Beyond the Talent|REWARD technology that facilitates job levelling, Towers Watson consultants have helped more than 500 organisations develop best-in-class job levelling programmes and career frameworks. Our consultants also provide guidance on process improvements, change management, and training for managers on career coaching to make sure that your programme changes are effectively deployed, and that they achieve your talent management and rewards philosophy goals.

Our services include: Communication and Change Management, Data Services, Employee Rewards, Employee Surveys, Executive Compensation, HR Service Delivery, HR Technology, Sales Effectiveness, Talent Management and Total Rewards.

For more information please contact: Ian Milton on +44 20 7170 2911 or at ian.milton@towerswatson.com

Benefits
Risk and Financial Services
Talent and Rewards
About Towers Watson

Towers Watson is a leading global professional services company that helps organisations improve performance through effective people, risk and financial management. With more than 15,000 associates around the world, we offer consulting, technology and solutions in the areas of benefits, talent management, rewards, and risk and capital management. Learn more at towerswatson.com

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