Job levelling solutions
Global Grading System and Career Map
Towers Watson’s systematic approach to job levelling helps organisations manage the opportunities and challenges of rewards and talent programme design and delivery, including:

- Aligning jobs located in multiple regions or across different lines of business.
- Creating a framework that integrates employees after a merger, acquisition or other structural change.
- Driving consistency, competitiveness and efficiency among HR policies and practices.
- Clarifying distinctions among levels to support career development.

The benefits of job levelling

Job levelling is an analytical process that can determine the relative value of jobs in your organisation. It provides a foundation for rewards and talent management programmes, including:

- Base pay.
- Short- and long-term incentives.
- Performance management.
- Career management.
- Workforce planning.
- Succession planning.
- Learning and development.

In combination, the delivery of these programmes through job levelling offers a flexible, adaptable means of communicating career paths, facilitating talent mobility and delivering competitive rewards. Job levelling also helps organisations address business needs ranging from attraction, engagement and retention of key talent, to cost and risk management, to governance of rewards programme delivery. The key benefits of job levelling for your organisation include:

- A rewards and career framework that aligns with business needs and strategy.
- A common language to describe career paths, job requirements and performance expectations.
- A foundation to support linkages to organisational and job-family competencies.
- A consistent mapping of jobs to external market data.
- A cost-efficient approach to talent management and rewards programme design and delivery.
- A mechanism to help ensure internal equity.

Our research indicates that organisations that implement globally consistent job levelling are up to two and a half times as likely to report more effective talent and rewards programmes. These include performance management and pay for performance, competency models, and leadership assessment and development.
The Towers Watson approach

Towers Watson offers a range of job levelling and job architecture approaches, from established methodologies to custom implementations. Its GGS and Career Map tools are not only more flexible than traditional methods, but also easy to implement, understand and manage. They can be implemented individually or in combination and are:

- Transparent and objective.
- Easy to explain and administer, with limited bureaucracy or dependency on consultants.
- Able to accommodate dual career paths (for example, individual contributor and managerial).
- Readily linked to scaled competency models.
- Aligned with market data.
- Supportive of organisational change.
- Culturally neutral and applicable worldwide.
- Supported by web-based technology.

Complementing its methodologies and design capability, Towers Watson’s robust communication and change management expertise, processes and tools ensure successful implementation of a rewards and career framework.

Global Grading System (GGS)

GGS is a job levelling tool for determining internal job levels based on an analysis of universally applicable factors that recognise differences in job size. GGS accommodates organisations of all sizes, and uses an organisation’s size, complexity and geographic breadth to assess the number of levels in its grading framework. It then evaluates jobs as part of a two-step process of banding and grading. Banding places jobs in the framework based on how they contribute to your organisation, reflecting a dual career path; the grading step assesses jobs against standard factors.

GGS provides opportunities for a tailored implementation within a rigorous and defensible process for job evaluation. It also ensures consistency in the development of a career framework that balances internal equity and external competitiveness.

Figure 01. Rewards and career framework

<table>
<thead>
<tr>
<th>Workforce analytics and planning</th>
<th>Staffing and selection</th>
<th>Development and career management</th>
<th>Performance management</th>
<th>Compensation and benefits</th>
<th>Succession management</th>
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<tbody>
<tr>
<td><strong>Competency model</strong></td>
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<td><strong>Rewards and Career Architecture</strong></td>
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<td><strong>Job levelling</strong></td>
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<td>A systematic process of determining the relative value of jobs in an organisation</td>
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<td><strong>Job architecture</strong></td>
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<td>The infrastructure for organising jobs (job codes, job titles, functions, disciplines)</td>
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<td><strong>Inputs</strong></td>
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<tr>
<td>Business context</td>
<td>Rewards and talent strategy</td>
<td>Job content</td>
<td>Employee data</td>
<td>Market data</td>
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</tbody>
</table>

Figure 01. Rewards and career framework
Career Map

Career Map is a predefined framework with a series of career bands and levels that increase in complexity and responsibility, representing career progression opportunities.

The Career Map framework clarifies the growth in jobs from one level to another based on responsibilities, scope, impact, required skills and knowledge. The career bands, criteria, levels and language contained in the baseline framework can be customised to accommodate your specific organisational requirements, including the development of job functions and families.

Each job is mapped to a career band and level. Career bands represent different roles and how those roles contribute to the organisation.

Career Map is flexible: it organises jobs based on progressive levels of contribution, and presents opportunities for career pathing and targeted development. It can also enable your organisation to engage in robust workforce planning and analytics.
Towers Watson technology and market data

Towers Watson is a world leader in strategy, design and execution of talent and rewards programmes. Now imagine that same expertise applied to the technology solutions that bring those programmes to your workforce. **Talent|REWARD®** is an integrated suite of technology-delivered modules that manage all aspects of talent and rewards programme analysis, design and administration. Our proprietary technology supports GGS, Career Map and Competency Atlas, enabling the use of scaled competencies aligned to the job levelling framework.

Towers Watson Data Services (TWDS) publishes an extensive library of annual compensation reports on virtually every industry sector, covering 103 countries and linking to both GGS and Career Map.

For more information, please visit talentreward.com

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**Figure 04. Available modules of Talent|REWARD**

<table>
<thead>
<tr>
<th>Module</th>
<th>Features</th>
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</thead>
<tbody>
<tr>
<td><strong>Market analysis</strong></td>
<td>• Load employee, job and pay data</td>
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<td>• Market-price jobs</td>
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<tr>
<td><strong>Compensation design</strong></td>
<td>• Create/model salary structures</td>
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<td></td>
<td>• Model costing scenarios</td>
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<tr>
<td><strong>GGS and/or Career Map</strong></td>
<td>• Automates Towers Watson levelling methodologies</td>
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<td></td>
<td>• Accommodates job family architecture</td>
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<td><strong>Compensation planning</strong></td>
<td>• Involve managers in pay decisions</td>
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<td></td>
<td>• Provide real-time budget control</td>
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<tr>
<td><strong>Talent management</strong></td>
<td>• Recruiting, learning, performance management, career development and</td>
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<td></td>
<td>succession planning</td>
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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 14,000 associates around the world, we offer solutions in the areas of benefits, talent management, rewards, and risk and capital management.

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