Towers Watson’s systematic approach to job leveling helps organizations manage the opportunities and challenges of reward and talent program 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 Leveling

Job leveling is an analytical process that can determine the relative value of jobs in your organization. It provides a foundation for reward and talent management programs, including:

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

In combination, the delivery of these programs through job leveling offers a flexible, adaptable means of communicating career paths, facilitating talent mobility and delivering competitive rewards.

Job leveling also addresses business needs ranging from attraction, engagement and retention of key talent, to cost and risk management, to governance. The key benefits of job leveling for your organization include:

- A career framework that aligns with business needs and strategy
- A common language to describe career paths, job requirements and performance expectations
- Linkages to organizational and job-family competencies
- Consistent mapping of jobs to external market data
- Contributes to cost-efficient talent and reward programs and delivery
- Helps ensure internal equity

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Research indicates that organizations that implement globally consistent job leveling are up to two and a half times as likely to report more effective talent and reward programs. These include performance management, competency models, and leadership assessment and development.

Figure 1. Career Framework

Talent and Rewards Programs and Applications

| Pay Delivery | Workforce Analytics and Staffing | Performance Management | Learning and Development | Career Pathing and Planning | Succession Management |

Competencies

Global Career Framework

Job Leveling
A systematic process of determining the relative value of jobs in an organization

Job Architecture
The infrastructure for job organization (job codes, job titles, functions, families, etc.)

Inputs

| Business Context | Reward and Talent Strategy | Job Content | Employee Data | Market Data |

“Over the past five years, Towers Watson has worked with more than 500 organizations to develop best-in-class job leveling programs and career frameworks.”
The Towers Watson Approach

We offer a range of job leveling approaches, from established methodologies to custom implementations. Our GGS and Career Map job leveling tools are not only more flexible than traditional methods, but also easy to implement, understand and manage. They can be implemented individually or in tandem, and are:

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

Global Grading System

GGS is a job leveling tool for determining internal job levels based on an analysis of universally applicable factors proven to recognize differences in job size. GGS accommodates organizations of all sizes, and uses an organization’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 organization, 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.

“GGS provides opportunities for a tailored implementation within a rigorous and defensible process for job evaluation.”

Figure 2. GGS Grade Map Sample

![GGS Grade Map Sample](image-url)
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 criteria, levels and language contained in the baseline framework can be customized to accommodate your specific organizational 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 organization.

Career Map is flexible: It organizes jobs based on progressive levels of contribution, and presents opportunities for career pathing and targeted development. It can also enable your organization to engage in robust workforce planning and analytics.

Towers Watson Technology and Market Data

Talent|REWARD® is an integrated suite of technology-delivered modules that manage all aspects of talent and reward program analysis, design and administration. Talent|REWARD supports GGS; Career Map, also automated, may be implemented with or without supporting technology.

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 contact us at rewards@towerswatson.com.

Figure 3. Career Map Leveling Criteria Sample

“Career Map combines a powerful customizable framework with a tested process for consistently defining and organizing jobs across a company.”