

Job Leveling

Global Grading System (GGs) and Career Map

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.

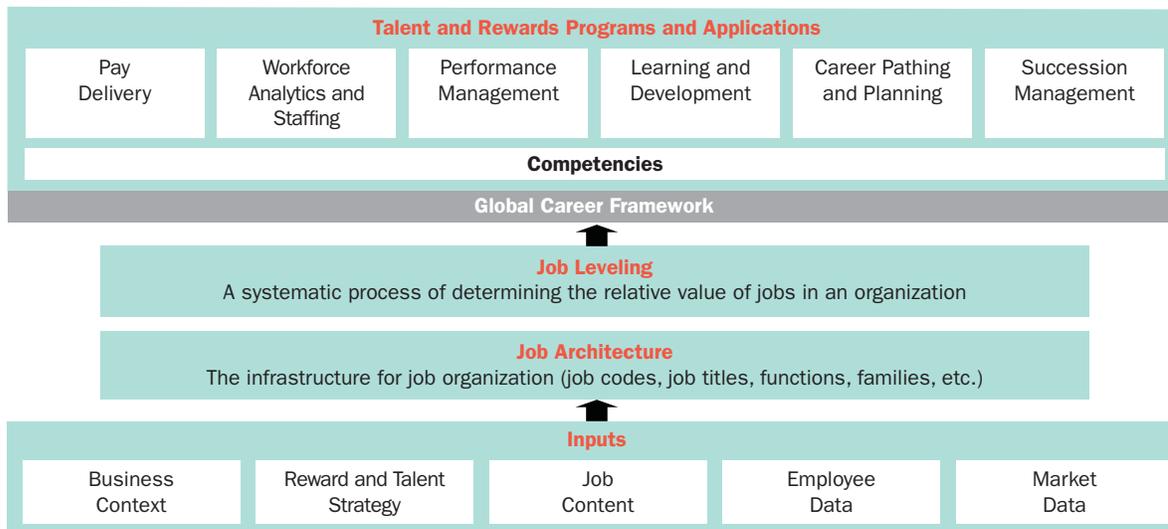
Job leveling also addresses business needs ranging from attraction, engagement and retention of key talent, to cost and risk management, to governance. The key benefits of job leveling for your organization include:

- 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

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.

“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.”

Figure 1. Career Framework



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

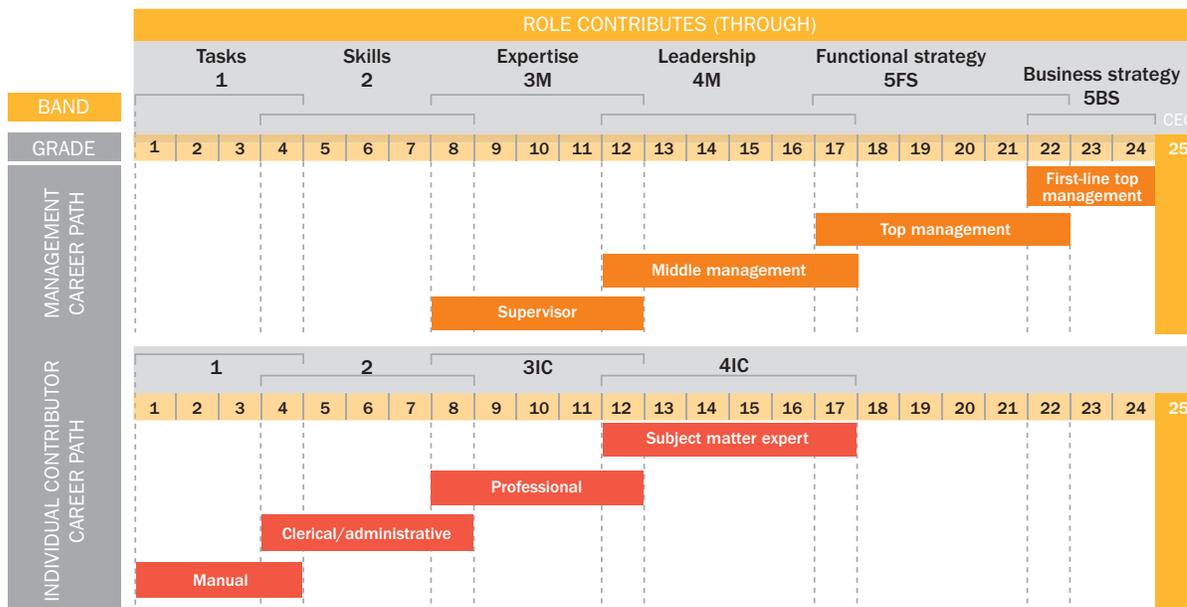
Global Grading System

GGG 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.

GGG 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.

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

Figure 2. GGS Grade Map Sample



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.

About Towers Watson

Towers Watson is a leading global professional services company that helps organizations improve performance through effective people, risk and financial management. With 14,000 associates around the world, we offer solutions in the areas of employee benefits, talent management, rewards, and risk and capital management.

Figure 3. Career Map Leveling Criteria Sample

	Professional/Expert Band					
	Entry	Intermediate	Career	Specialist	Master	Expert
Business Expertise	<ul style="list-style-type: none"> Applies general understanding of how the team integrates with others in accomplishing business objectives 	<ul style="list-style-type: none"> Understands key business drivers; uses business acumen and understanding of how the team integrates with others to accomplish objectives 	<ul style="list-style-type: none"> Has in-depth knowledge of best practices and how own area integrates within the sub-function; aware of competition and the factors that differentiate them in the market 	<ul style="list-style-type: none"> Interprets internal/external business challenges and recommends best practices to improve products, processes or services 	<ul style="list-style-type: none"> Anticipates business and regulatory issues; uses comprehensive understanding of how the discipline contributes to achieving business objectives, recommends product, process or service improvements 	<ul style="list-style-type: none"> Influences internal/external business and/or regulatory issues that have an impact on the business
	<ul style="list-style-type: none"> No supervisory responsibility; accountable for developing technical contribution 	<ul style="list-style-type: none"> No supervisory responsibility but provides informal guidance to new team members; accountable for technical contribution to a team 	<ul style="list-style-type: none"> Acts as a resource for colleagues with less experience; may be accountable for leading small projects or with manageable risks and resource requirements 	<ul style="list-style-type: none"> May lead functional teams or projects with moderate resource requirements, risk, and/or complexity; may act as an advisor or mentor to junior colleagues 	<ul style="list-style-type: none"> Leads projects with significant risk and complexity to milestones and objectives 	
Problem Solving	<ul style="list-style-type: none"> Uses existing procedures to solve routine or standard problems; analyzes information and standard practices to make judgments 	<ul style="list-style-type: none"> Uses judgment to identify and solve problems in straightforward situation; analyzes possible solutions using technical experience and precedents 	<ul style="list-style-type: none"> Solves complex problems; takes a new perspective on existing solutions 	<ul style="list-style-type: none"> Leads other 		
Impact	<ul style="list-style-type: none"> Has limited impact on own work team; works within standardized 	<ul style="list-style-type: none"> Impact 				

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

Figure 4. Available Modules of Talent|REWARD

Survey Library	<ul style="list-style-type: none"> ✓ Create survey data warehouse ✓ Access survey data online
Market Analysis	<ul style="list-style-type: none"> ✓ Load employee, job and pay data ✓ Market-price jobs
Compensation Design	<ul style="list-style-type: none"> ✓ Create/model salary structures ✓ Model costing scenarios
Global Grading System	<ul style="list-style-type: none"> ✓ Automated job leveling ✓ Automates TW leveling methodology
Compensation Planning	<ul style="list-style-type: none"> ✓ Involve managers in pay decisions ✓ Provide real-time budget control
Talent Management	<ul style="list-style-type: none"> ✓ Recruiting, learning, performance management, career development and succession planning