

**ΟΙΚΟΝΟΜΙΚΟ
ΠΑΝΕΠΙΣΤΗΜΙΟ
ΑΘΗΝΩΝ**



**ATHENS UNIVERSITY
OF ECONOMICS
AND BUSINESS**



ΔΙΑΤΜΗΜΑΤΙΚΟ
ΜΕΤΑΠΤΥΧΙΑΚΟ

**Διοίκηση
Ανθρώπινου
Δυναμικού**

REWARDS MANAGEMENT

Role clarification & measurement

Elements of Rewards

1. Analyzing and describing roles
2. Evaluating roles
3. Analyzing Market data
4. Designing salary structures



Role Clarification



- Job analysis
- Why Role Clarification?
- Options and Alternatives
- Developing Descriptions

Job Analysis

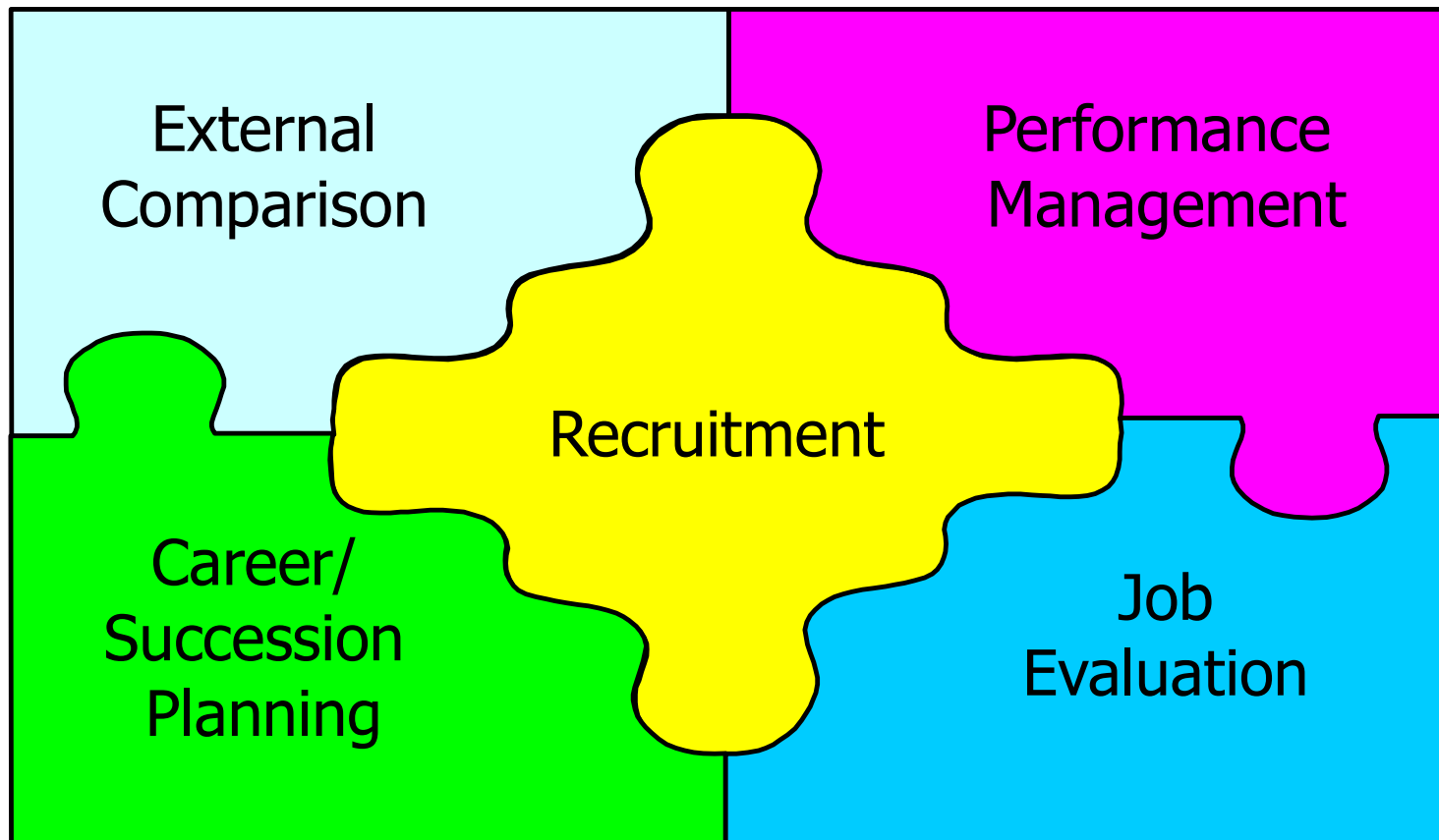


Job analysis is the process of collecting, analysing and organizing information about jobs

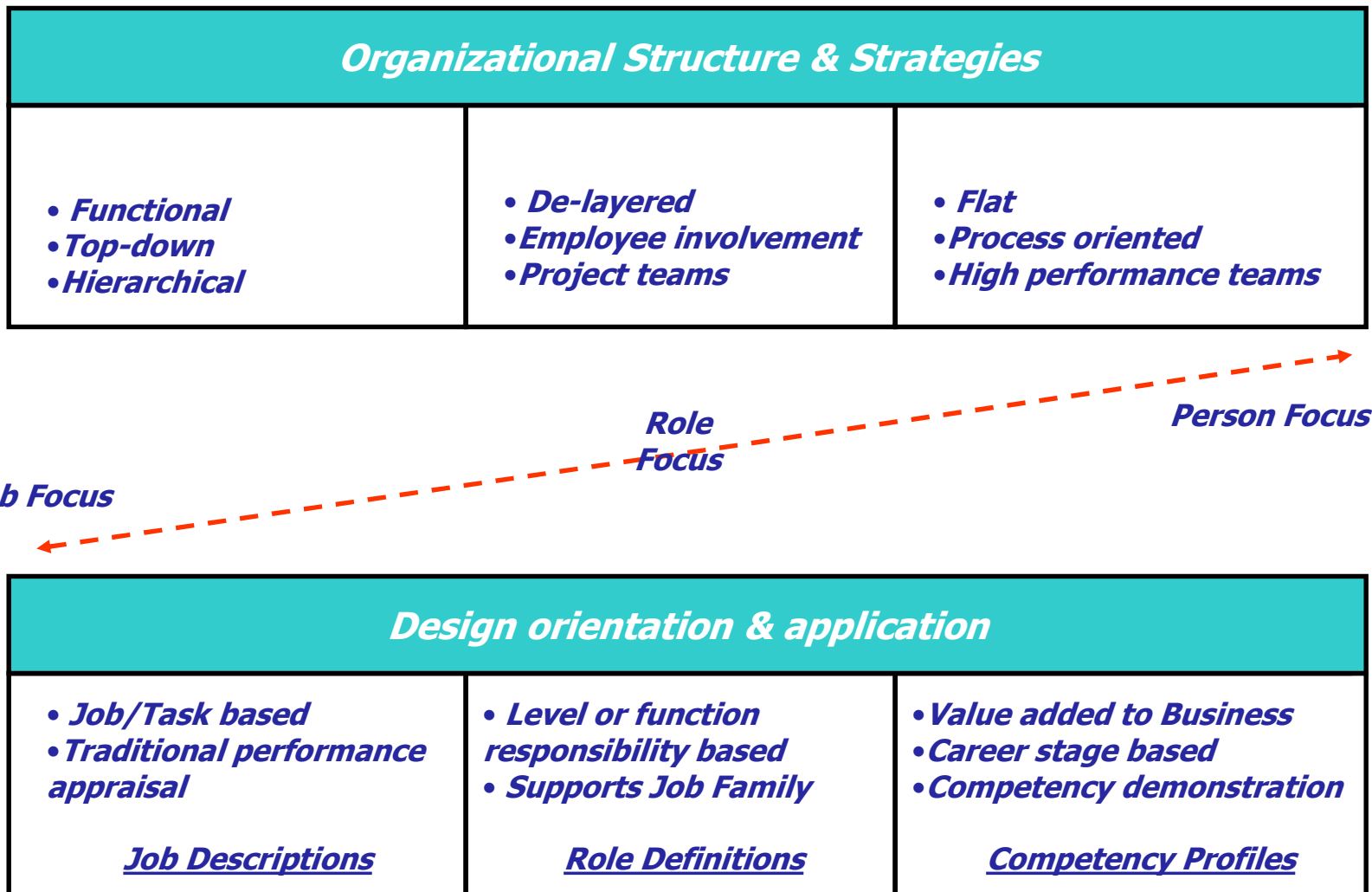
Job Description vs Role Description

Job analysis gets the facts about a job from a job holder, the job holder's manager (preferably both) and the job holder's colleagues or team mates.

Why Role Clarification ?



Things to consider before you decide



Options and Alternatives

- **Job descriptions**

- Why the job exists
- Where it fits in the organisation
- Duties and Responsibilities
- Tasks
- Context
- Focus on Input and Throughput



- **Role Definitions**

- Essence of contribution – Focus on Output
- Purpose
- Key Accountabilities

- **Competency Profiles**

- Combination of skills, knowledge, attributes and behaviours



Options and Alternatives

Job Descriptions

- Detailed
 - Narrative Summary
 - Tasks (sometimes with % time spent)
 - Requirements (education, experience, ...)
- Typically used in “traditional” environment
 - Hierarchical, multi-grade organisation
 - Fairly stable & well structured
- Often 6 - 7 Job descriptions for every 10 employees !

Job Description

Graphic/Web Designer Job Description

Job Title:	Graphic / Web Designer
Department:	Marketing
Location:	Brighton
Travel Factors:	None
Reports to:	Brand Manager
Direct Reports:	None
Interfaces with:	Marketing Managers/Brand Managers/Web and E-Commerce Manager

Job Role Summary

The role is to cover the in house design solutions for Neilson using a mix of creative skills across both traditional and on line channels. A detailed understanding and experience of using current design programmes is essential including HTML.

A creative thinker you will be able to add real value to the design process and be highly productive. The role requires a can do and flexible approach as you will be required to work on a diverse range of projects from in resort promotional material, to affinity member packs through to creating flash banners for the web site and the weekly email communications.

Key Responsibilities and Tasks

- Responsible for the design, build, testing and broadcasting of Neilson's weekly email communication involving XHTML/HTML scripting.
- Analysis of the design, making suggestions that will improve results in terms of both click through and conversions, delivering bookings back to Neilson.
- Working with the Brand and Web Managers to suggest and work on design enhancements to the Neilson web site that will lead to an improved user experience and improved conversion.
- Design any requirements of the Neilson affinity partnership programme that cements the relationship and delivers sales back to Neilson.
- To design any customer facing material required across the business such as in resort literature, training manuals, and sales guides.
- In conjunction with the brand manager input and contribute to the design of the Neilson brochure with particular attention to the front pages.
- To work with internal customers / stake holders to service their design requirements (e.g. Human resources recruitment packs).

Developing Descriptions

- Purpose of the Job
- Dimensions (budget)
- Principal Accountabilities
- Hardest Part of the Job
- Problematic areas of the job
- Scope for Impact (when, where, who)/ two or three examples of past actions or future intentions Organisation
- Job Context (key relationships)
- Knowledge and Experience
- Additional Information

- Accountabilities not tasks (lead to one result)
- They do not change over time
- 4-8 (planning, budgeting, organizing etc)
- Action verbs, object of action, result

Developing Descriptions

Action verbs

Accumulate	Evaluate	Present
Achieve	Examine	Process
Advise	Facilitate	Produce
Analyse	Follow-up	Propose
Appraise	Forecast	Provide
Approve	Formulate	Receive
Ascertain	Fulfil	Recommend
Assess	Furnish	Recruit
Assign	Gather	Reject
Assist	Give	Report
Assure	Help	Represent
Authorise	Hire	Review
Budget	Identify	Safeguard
Build	Implement	Search
Check	Influence	Secure
Collate	Inform	See
Collect	Interview	Select
Compile	Inspect	Sell
Complete	Issue	Serve
Communicate	Interpret	Seek
Conduct	Improve	Service
Consolidate	Keep	Set
Consult	Liaise	Specify
Contact	Limit	Standardise
Contribute	Manage	Store
Control	Maintain	Structure
Co-ordinate	Meet	Study
Counsel	Monitor	Submit
Create	Motivate	Supply
Design	Operate	Support
Determine	Organise	Survey
Develop	Oversee	Take
Dictate	Participate	Train
Direct	Perform	Update
Distribute	Persuade	Uphold
Draft	Plan	Verify
Ensure	Prepare	Write
Establish		

Options and Alternatives

Role Definitions

- Generic
 - Narrative summary
 - Type of contribution
 - Usually organised by Job Family
- Typically used in non-hierarchical environment
 - Flat, broad-banded organisation
- Usually 3 to 4 Role Summaries for every 10 employees !
- Often used together with Competencies

Role profile

Overall purpose of role:

To act in partnership with line management and contribute to the effective management of the division by delivering the HR services required.

Key result areas:

- Work alongside line managers and provide help and advice on HR issues.
 - Deal with people issues in the division.
 - Ensure the division has the skilled people it requires.
 - Promote a learning culture in the division and set up and deliver learning and development programmes to meet divisional needs.
 - Ensure that performance management processes work effectively in the division, providing advice and guidance to line managers as necessary.
 - Provide help and guidance to line managers in conducting pay reviews.
 - Contribute to the development of corporate HR strategy and policy.
-

Knowledge required of:

- HRM techniques at the level of Member, CIPD with at least four years' experience;
 - business imperatives in the division;
 - employment law;
 - corporate policies and procedures – employment, performance and reward management, employee relations;
 - labour markets for people required by the division;
 - techniques of performance and reward management.
-

Skills required in:

- analysing business requirements and the needs of people within the division and their implications for people management;
 - anticipating the requirements of line managers and employees in the division;
 - promoting the empowerment of line managers to make HR decisions but providing advice and guidance as required;
 - change management;
 - providing efficient and cost-effective services in each HR area;
 - oral and written communication.
-

Competencies required:

- personal credibility;
- strategic capability;
- selects courses of action that will produce added-value outcomes for the division;
- high levels of interpersonal skills;
- coaches clients to deal with their own problems, transfers skills;
- diagnoses problems, builds relationships with clients;
- deploys intuitive/creative thinking to generate innovative solutions and proactively seize opportunities;
- customer focus.

Options and Alternatives

Competency Profiles

- Typically used in project-environment
 - Dynamic, ever-changing environment
 - “Jobs” change constantly
- Two types of profiles will exist
 - Ideal profile (usually per role)
 - Individual profile (one per employee)
- Places stronger emphasis on managers’ capabilities to manage and other HR programs to support

Competency profile

Competency:	Time Management/Priority Setting: The process of exercising conscious control over the amount of time spent on specific activities, especially to increase efficiency or productivity
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Competency Detail View				
Level 1	Level 2	Level 3	Level 4	Level 5
Plans the use of his or her time	Sets priorities for the accomplishment of activities	Differentiates between important and urgent activities	Supports the team in the balance of urgent and strategic activities	Manages priorities to meet the strategic requirements of the organization
<ul style="list-style-type: none"> ● Completes one thing before beginning something else. ● Uses his or her time effectively and efficiently. ● Reviews daily schedule to revise, add and/or eliminate activities. 	<ul style="list-style-type: none"> ● Is committed to saying "no" to extraneous requests, or to asking the requester to choose what they would like to cancel or delay in favor of their request. ● Is committed to staying on track with the schedule, cutting conversations or tasks short where necessary to move on. ● Delegates tasks to someone else as appropriate. ● Coordinates business, social and personal activities. ● Plans time for travel to and from meetings to ensure being on time. ● Sets goals, and plans his or her time to accomplish them. ● Respects others' time. 	<ul style="list-style-type: none"> ● Makes quality time for the most important priorities. ● Looks ahead, and doesn't get stuck in the here and now while attending to a broad range of activities. ● Allots ample time for the important, and balances it with the urgent. ● Foresees roadblocks and senses what will help or hinder accomplishing a goal. ● Makes choices at the task management level based on an understanding of the importance and urgency of the different assignments and projects. 	<ul style="list-style-type: none"> ● Is an expert on efficient use of time and energy of self and others. ● Thoughtfully plans his or her schedule and skillfully discriminates between the urgent and the important, often accommodating a broad time frame. ● Considers the short, medium, and long-term while attending to a broad range of activities. ● Make a conscious decision on what to do next based on a clear understanding of all the things that could be done, what the department is trying to accomplish and what is most important. 	<ul style="list-style-type: none"> ● Identifies future needs and events that must be incorporated into long range plans. ● Chooses appropriate strategies and creates plans for the achievement of strategic goals.

Competency profile

Competency Profile Per Position

Position	Required Competency	Required Level				
		1	2	3	4	5
Training & Development Manager	Communication Skills					
	Public Speaking					
	Leadership					
	Training Need Analysis					
	Material Development					
	Training Evaluation					
Recruitment Supervisor	Communication Skills					
	Interview Skills					
	Analytical Thinking					
	Understand Selection Tools					
	Teamwork					
	Customer Orientation					

Imagination

Knowledge

Skills

Competency profile

Competency Profile Per Position

Imagination

Knowledge

Skills

Position	Required Competency	Required Level				
		1	2	3	4	5
Training & Development Manager	Communication Skills					
	Public Speaking					
	Leadership					
	Training Needs Analysis					
	Training Evaluation					
Recruitment Supervisor	Communication Skills					
	Interview Skills					
	Practical Hiring					
	Personnel Selection Tools					
	Teamwork					

Position	Competency Requirement	Relevant Training Module
Supervisor	Leadership	Leadership I
		Communication Skill I
		The Art of Motivating Employee
		Providing Effective Feedback
	Achievement Orientation	Goal Setting Technique
		Work Motivation
		Planning & Organizing
		Continuous Self Improvement

Developing Descriptions Process

- Job Analysis Preparation
- Data Collection/Documentation
- Sign-off/Approval
- Maintenance



Developing Descriptions

Job Analysis Preparation: Examine existing information

- **Typical Existing Sources**
 - Internal : Organisation charts, Org. objectives, Headcounts, Strategic Plans/Budgets.
 - External : Professional association publications, work rules Survey Job Descriptions, tasks databases

Developing Descriptions

Job Analysis Data Collection

- Data collection techniques
 - Interviews
 - Questionnaires
 - Observations
 - Combination of the above

...depend on:
Resources
Time & Money
Elements to be covered

Method	Type of jobs	Advantages	Disadvantages
Observation	Production	Simple, inexpensive	May be insufficient, time consuming
Interview	All, Higher end	Thorough	Time consuming, most expensive
Questionnaire	All	Least expensive	Requires follow-up

Elements of Rewards

1. Analyzing and describing roles
2. Evaluating jobs
3. Analyzing Market data
4. Designing salary structures



Role Measurement



- What is role measurement ?
- Options and Alternatives
- A model of job evaluation-matching

What is Role measurement?

- ❑ A process of methodically establishing the relative value of jobs within an organisation. The value is based on an objective, consistent measurement of job content.
- ❑ Concerned with jobs, not with the performance of the people who hold these jobs.
- ❑ Being an evaluation of jobs it typically requires a Job Analysis process ...
- ❑ ... and some judgement

What is role measurement? Is and is not

IS

- A measure of job value
- A process
- Participative/
collaborative
- Simple, easy to
understand and
administer
- Proactive and responsive
- Easily communicated

IS NOT

- A measure of incumbent
performance
- A manual
- A small backroom
committee
- Complex
- Bureaucratic
- Secretive “trust me”

What is Job Evaluation? A bit of context

- Job evaluation is a systematic process for defining the relative worth or size of jobs within an organization in order to establish internal relativities and provide the basis for designing an equitable grade and pay structure, grading jobs in the structure and managing job and pay relativities.
- Job Evaluation was a way to introduce “consistent” and “fair judgement” in pay decisions
- Factual evidence, judgmental, concerned with the job not the people, internal relativities
- Analytical, combination vs non analytical

Why job evaluation ?

- establish the relative value or size of jobs, ie internal relativities based on fair, sound and consistent judgements;
- produce the information required to design and maintain equitable and defensible grade and pay structures;
- provide as objective as possible a basis for grading jobs within a grade structure, thus enabling consistent decisions to be made about job grading;
- enable sound market comparisons with jobs or roles of equivalent complexity and size;
- be transparent – the basis upon which grades are defined and jobs graded should be clear;
- ensure that the organization meets equal-pay-for-work-of-equal-value obligations.

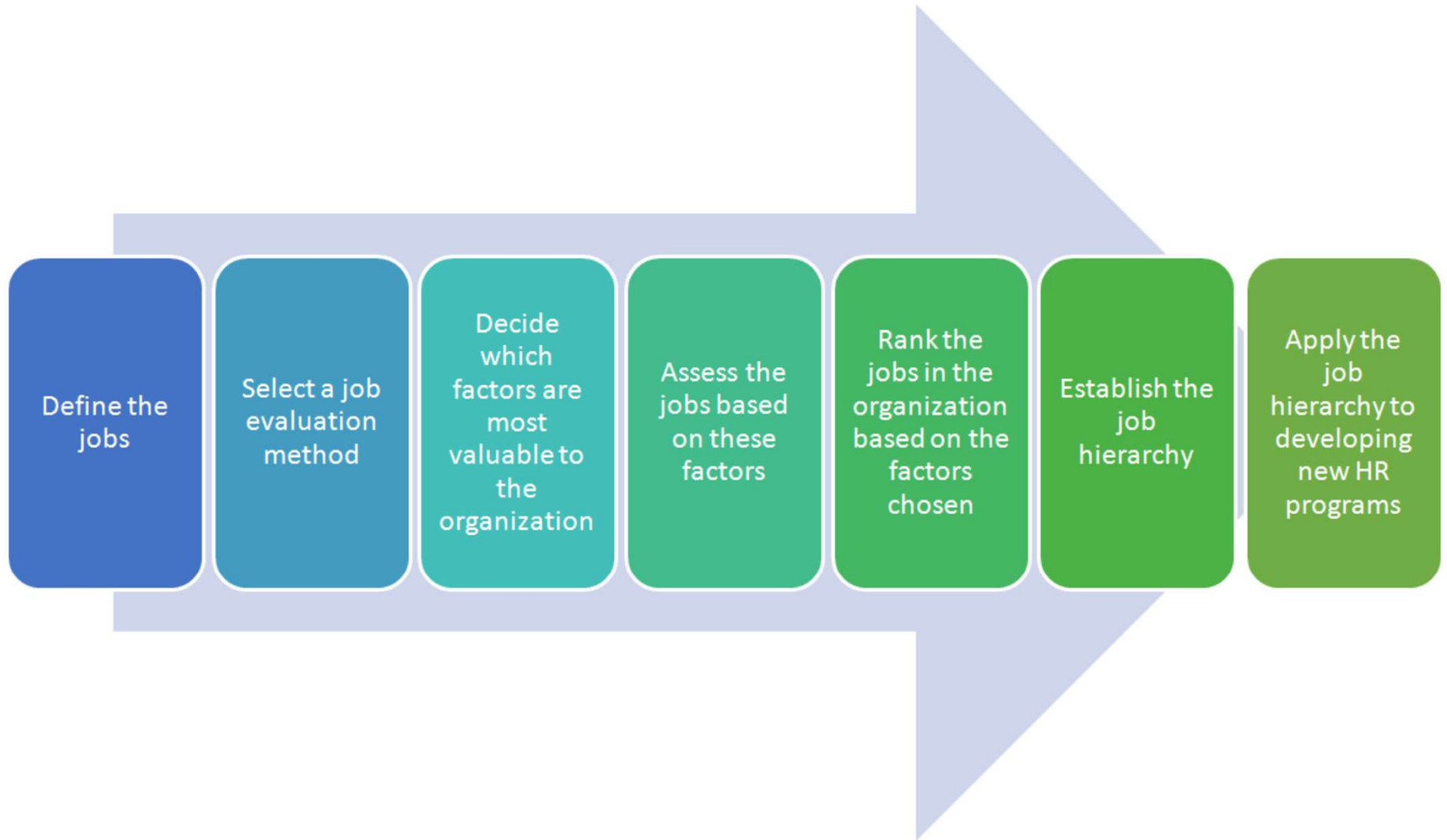


Job evaluation (purpose)

- value-for money tool to ensure that their total paybill is divided appropriately in relation to the worth of jobs in the organization.



Job evaluation

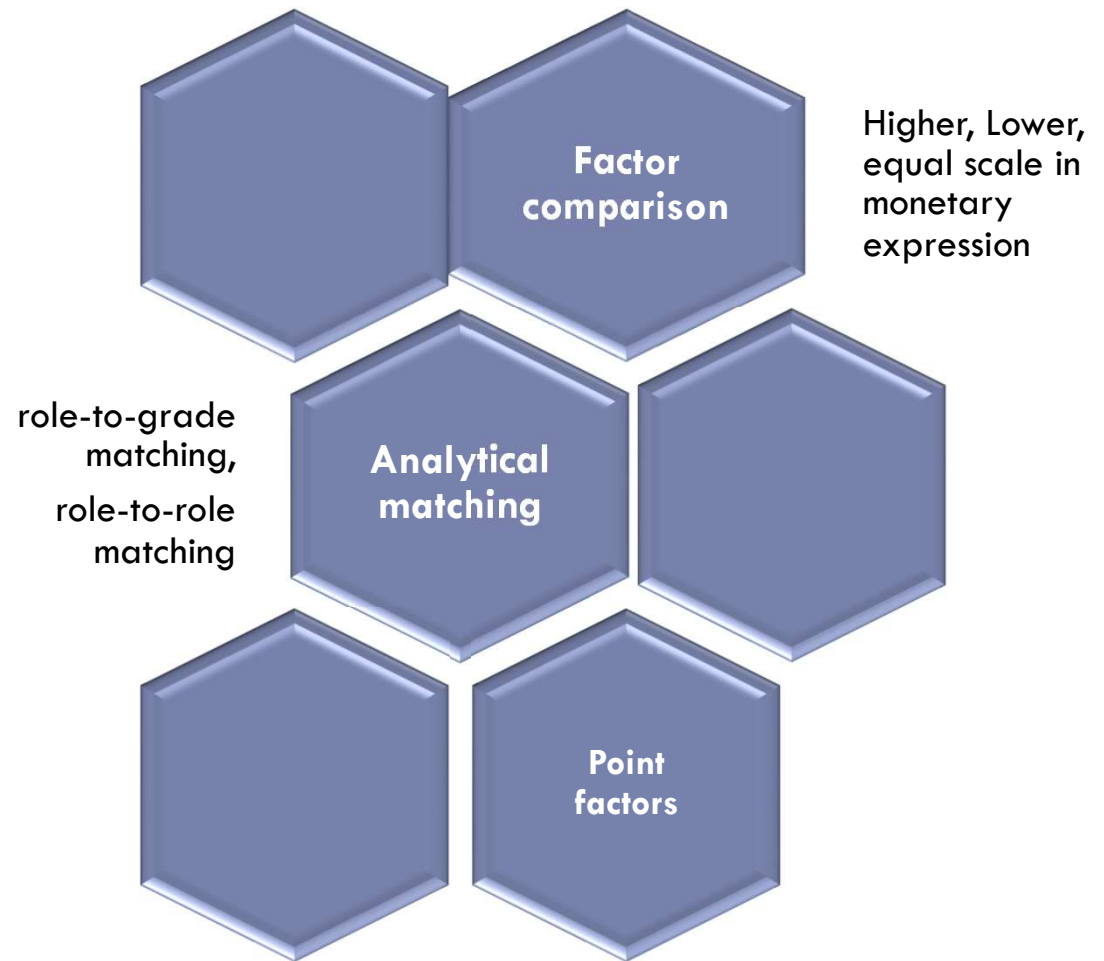


Analytical vs Non analytical

- **Analytical schemes:** *Systematic, Judgmental, Concerned with the job not the person, Concerned with internal relativities*
- **Non analytical schemes:** *generalized, judgmental, deliberate, easy to adapt to every pattern*
- **Market pricing:** *the process of assessing rates of pay by reference to the market rates for comparable jobs (external benchmarking)*

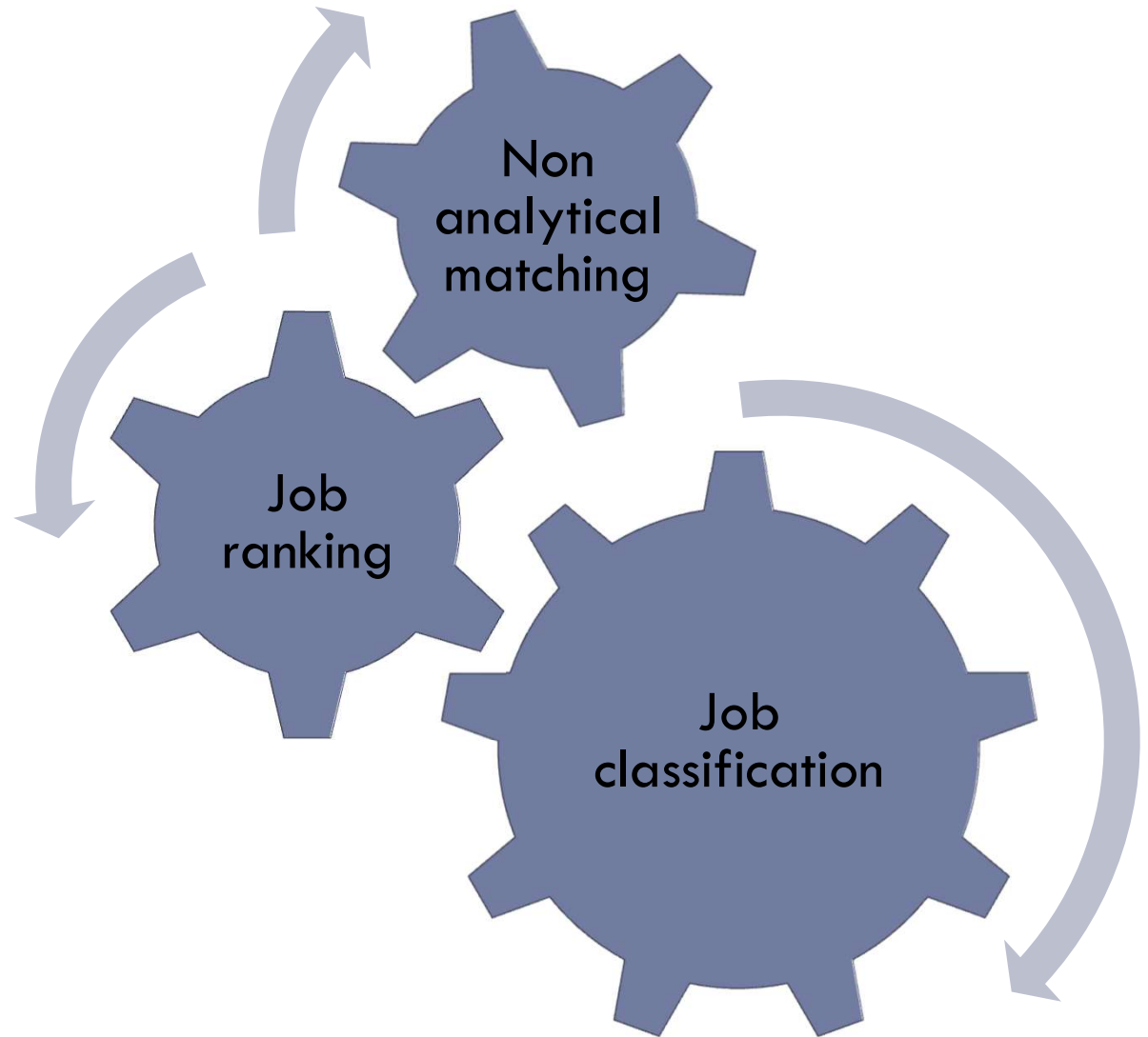
Analytical schemes

Decisions are made about the relative value or size of jobs by reference to an analysis of the level at which various defined factors or elements are present in a job.



Non analytical schemes

Whole jobs are compared to place them in a grade or a rank order – they are not analysed by reference to their elements or factors



Options & alternatives

Types of JE

	Compare against other jobs	Compare against a scale
Whole Job	Ranking	Classification
Detailed (Factor Based)	Factor Comparison	Points Factor

Options & alternatives

Types of “sizing” approaches

Judgment

- **Ranking**
 - *Card Sorting, Paired Comparison*
- **Market Pricing**
 - *Market decides*
- **Factor Comparison**
 - *Compare against predefined factors*
- **Point Factor**
 - *Factors & points*

“Scientific”

Generic

- **Off-the-shelf**
 - *Bought & implemented*
- **Adapted**
 - *Modified within limits*
- **Created**
 - *Tailor-made*

Company Specific

Options and Alternatives

Ranking

- Card Sorting
 - Card per job with summary Job Description
 - Sorted from High to Low
- Paired Comparison

	Job 1	Job 2	Job 3	Job 4	Job 5	Job 6	Total
Job 1			1		1		2
Job 2	1		1		1		3
Job 3							0
Job 4	1	1	1		1		4
Job 5			1				1
Job 6	1	1	1	1	1		5

Options and Alternatives

Classification

Grade	Classification Definitions	Jobs Assigned to Grades	
		Production	Administration
1	Under immediate supervision; little or no latitude/independent judgement; simplest, routine work	Labourer	Clerk I
2			
3			
4			
5			
6	Under general supervision; exercise of considerable independent judgement; difficult & responsible work in a professional, scientific or technical field requiring considerable training & experience, broad working knowledge of a special & complex subject matter (or principles of profession, art or science involved)	Production Supervisor	

Why do companies do it?



1. Establishing a common corporate “language”
 - ▣ To define value levels within an organisation
 - ▣ To establish a common understanding of roles/determine levels of contribution and value
2. Supporting the business
 - ▣ To provide a consistent approach which can be understood and viewed as credible by key stakeholders
 - ▣ To support and reinforce the business strategy as well as the culture and value systems of the organisation

Why do companies use it?

3. Managing Rewards

- ▣ People at work receive different amounts of pay and benefits, regardless of whether they have a grading system in place or not - JE is seen as a restoration of '**order**'
- ▣ Allows to better manage costs and drive rewards to those who support the business more.

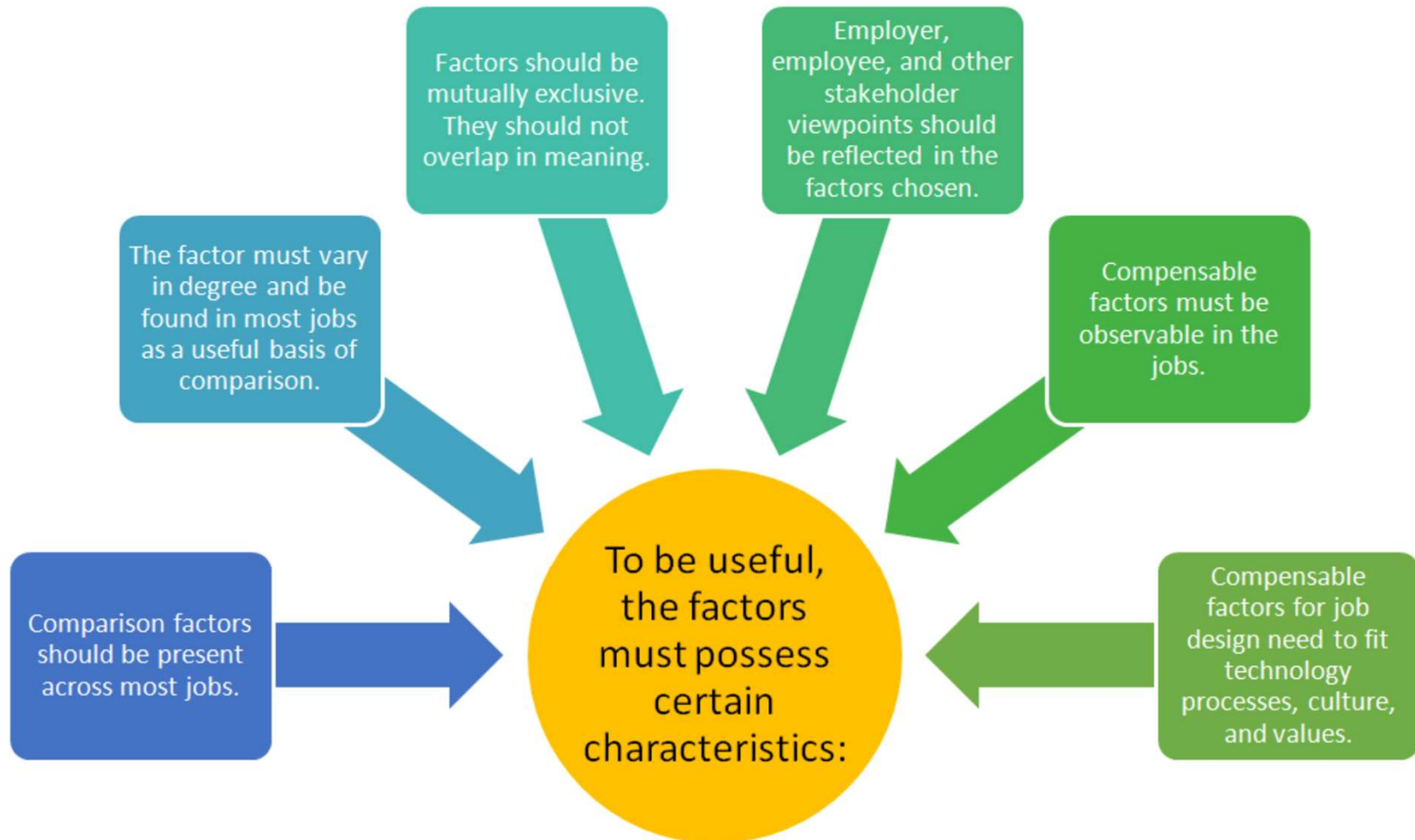
Signs for a job evaluation scheme

- There are a considerable number of grading anomalies
- There is pronounced grade drift, i.e. a large number of jobs have been or are being upgraded without justification in terms of an increase in responsibilities.
- There is general dissatisfaction at the way in which the grade and pay system is being managed.
- The existing grade structure is wholly inappropriate.
- An equal pay review has revealed considerable pay gaps.

Designing an analytical point factor scheme

- Identify and define factors.
- Define factor levels to produce the draft basic factor plan.
- Analyse jobs.
- Carry out an initial test of the draft factor plan.
- Develop the scoring model, ie the scores for each factor and the method of progressing scores through the levels.
- Decide on the extent to which factor scores should be 'weighted' (ie treated as being of greater or lesser importance) to produce the full factor plan.
- Carry out a full test of the final factor plan.

Designing an analytical point factor scheme



Designing an analytical point factor scheme

Job evaluation factors are the characteristics or key elements of jobs that are used to analyse and evaluate jobs in an analytical job evaluation scheme.



1. knowledge and skills;
2. communications and contacts;
3. judgement and decision making;
4. impact;
5. people management;
6. freedom to act;
7. working environment;
8. responsibility for financial resources.

Designing an analytical point factor scheme

Judgement and decision making: The requirement to exercise judgement in making decisions and solving problems, including the degree to which the work involves choice of action or creativity.

- 1 The work is defined and relatively few new situations are encountered. The causes of problems are readily identifiable and can be dealt with easily.
 - 2 Evaluation of information is required to deal with occasional new problems and situations and to decide on a course of action from known alternatives. Occasionally required to participate in the modification of existing procedures and practices.
 - 3 Exercises discriminating judgement in dealing with relatively new or unusual problems where a wide range of information has to be considered and the courses of action are not obvious. May fairly often be involved in devising new solutions.
 - 4 Frequently exercises independent judgement when faced with unusual problems and situations where no policy guidelines or precedents are available. May also frequently be responsible for devising new strategies and approaches that require the use of imagination and ingenuity.
 - 5 Deals with widely differing problems calling for extreme clarity of thought in assessing conflicting information and balancing the risks associated with possible solutions. Additionally, one of the main requirements of the role may be to develop fundamentally new strategies and approaches.
-

Designing an analytical point factor scheme

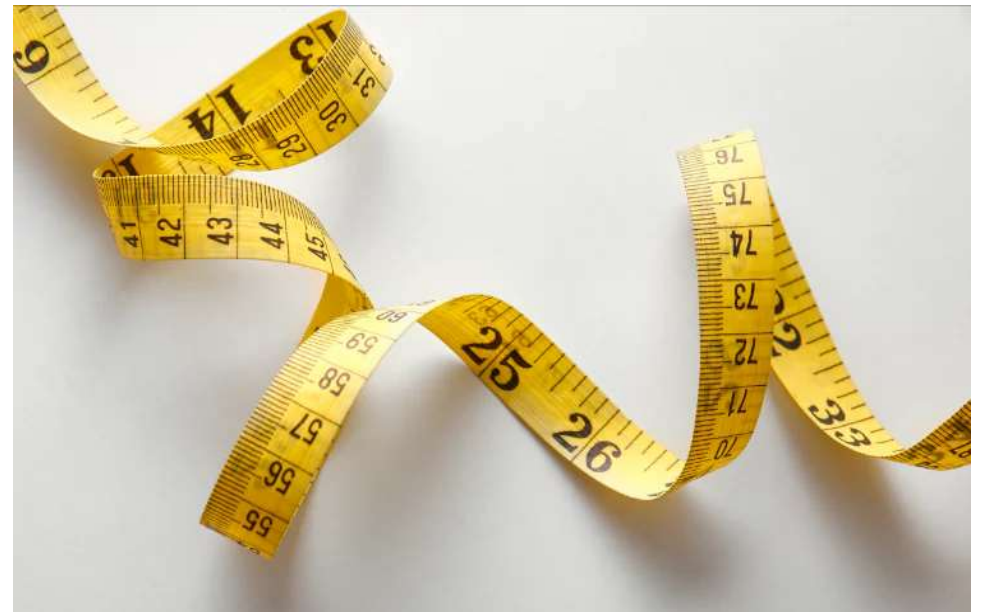


Designing an analytical point factor scheme

Arithmetic or geometric?

Example:

A 15 per cent difference between 100 and 115 points may look smaller than the gap between 1,000 and 1,150 points, but they are of course the same in magnitude. So in the Hay Guide Chart and Profile Method, for example, the minimum 'know-how' step difference goes from 38 to 43 points but this 15 per cent gap is between 528 and 608 points for a seasoned professional.



Designing an analytical point factor scheme

Weighted or unweighted?

Implicit or explicit?



Designing an analytical point factor scheme

- ✓ Panel testing
- ✓ Level of agreement
- ✓ Fairness and soundness (face validity)
- ✓ No preconceptions
- ✓ Factor-by-factor approach rather than a job-by-job approach
- ✓ Role oriented not person oriented
- ✓ 1 or max 2 iterations



Designing an analytical point factor scheme

- **Reference ranking** – the team compares the ranking produced by the job evaluation with the rank order produced by a ranking exercise.
- **Hierarchy comparisons** – the rank order produced by the test is compared with the existing organizational hierarchy
- **External market test** – the internal rank order is compared with that existing in comparable jobs elsewhere.
- **The ‘felt-fair test’** – the rank order produced by the test is compared with what the job evaluation panel ‘feels’ is the fair and therefore appropriate ranking, and discrepancies are identified.



Best practices



Introduction: Using Factors for Measurement

- In measuring the relative value of the particular job being evaluated, one needs to determine what aspects of jobs place one job higher in the job hierarchy than another job.
- This value assessment is typically based on a set of dimensions called **Evaluation Factors**

Evaluation Factors Definition

- Evaluation factor = an attribute or job requirement that differentiates the “value” of one job from another (also called Compensable Factors)
- Factors can be
 - ▣ compensable (a change in the score for that factor will translate to a change in market or business value of the job)
 - ▣ or non-compensable (value of the job is not affected by alterations in the score of this factor)

Examples of Factors

- Knowledge
- Education
- External Contacts
- Research & Analysis/
Information Processing
- Complexity of Supervision
- Physical Demands
- Planning & Scheduling
- Problem Definition &
Analysis
- Number Supervised
- Training & Experience
- Scope of Activity
- Decision Making
- Impact on Results
- Management
Responsibilities
- Reporting Levels
- Time Frame
- Budget Development

Options and Alternatives

Factor Comparison (Example)

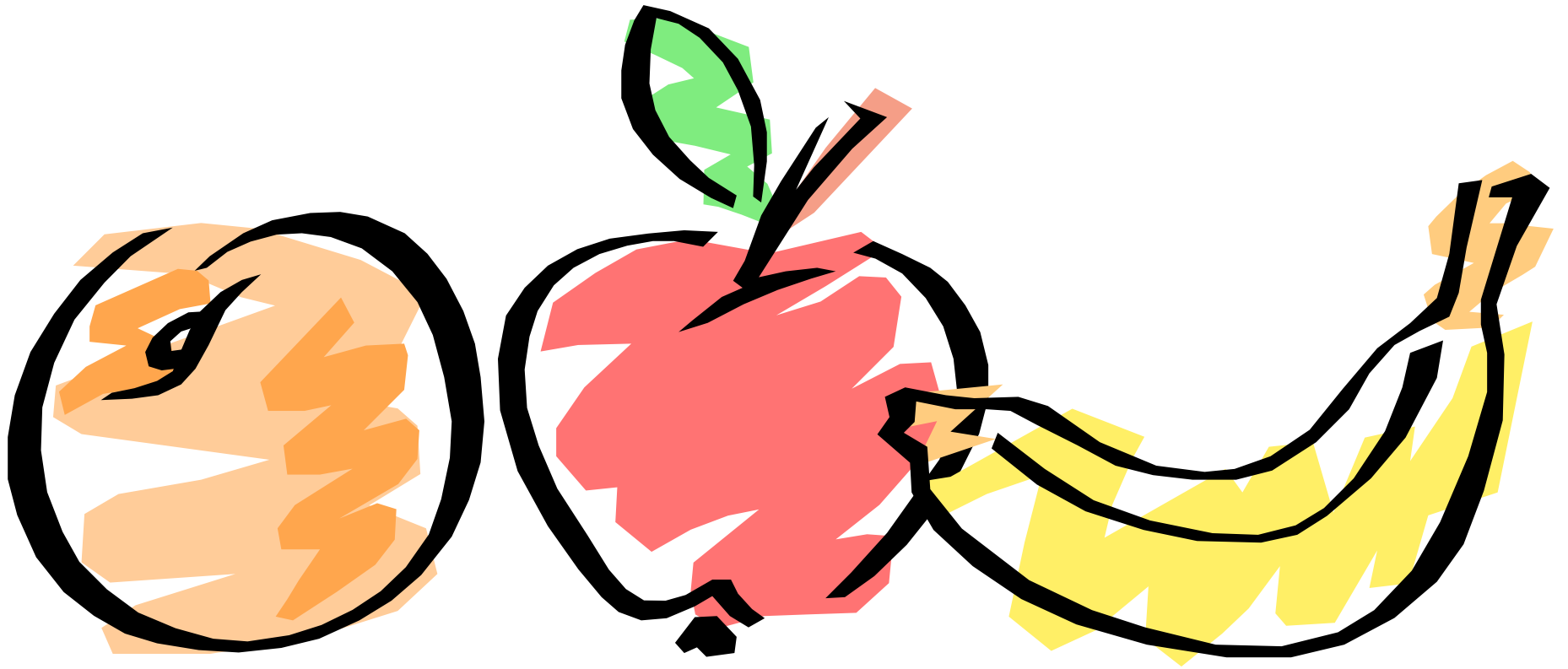
- Typical Factors are
 - Skills (education, experience)
 - Effort (application of experience – Problem Solving)
 - Accountability (scope or impact)
- Each Job is ranked for every Factor

	Factor 1	Factor 2	Factor 3	Factor 4	Total
Job 6	6	6	5	6	23
Job 4	4	5	6	5	20
Job 2	5	4	4	5	18
Job 1	4	5	3	3	15
Job 5	2	3	4	4	13
Job 3	3	1	2	2	8

Hay proprietary scheme

- A group of role analysts, working as a panel assess the role (from an agreed job description and information) against a number of factors, which are known as the Hay Guide Chart Profile.
- **1. Know – How**
 - ▣ The level of knowledge, skill and experience required to perform the job successfully.
- **2. Problem Solving**
 - ▣ The complexity of thinking required, both in the type of problems come across and the extent to which the jobholder has precedent and/or assistance in solving them (applying their Know – How).
- **3. Accountability**
 - ▣ The impact the job has on the organization (i.e. the end result) and the extent to which the jobholder acts autonomously in achieving this.

Point Factor: How about an example?



What factors would determine the value of fruit?



Orange



Apple



Banana

Factor A

Factor B

Factor C

Factor D

Factor E

Factor F

Factor G

TOTAL POINTS

Defined factors



Orange



Apple



Banana

Calories

Texture

Juiciness

Storability




Weight

Protein content

Taste

TOTAL POINTS

Factors and scores (1 to 10)

	 Orange	 Apple	 Banana
Calories	6	4	10
Texture	4	8	10
Juiciness	10	6	0
Storability	6	10	4
Weight	6	2	10
Protein content	10	8	6
Taste	6	6	10
TOTAL POINTS	48	46	50

What if 1 calories don't matter?

Factors and scores

Different value to each factor



Orange



Apple



Banana

Calories (0 points)	0	0	0
Texture (5 points)	2	4	5
Juiciness (10 points)	10	8	0
Storability (10 points)	6	10	4
Weight (5 points)	3	1	5
Protein content (10 points)	10	8	6
Taste (10 points)	6	6	10
TOTAL POINTS	37	37	30

Example: Evaluation Criteria

- **Know-How and skill set**

High degree: business knowledge and overview of the field, years of applied experience, academia background, specific knowledge

- **Problem solving and decision making**

High degree: complex problem solving, calculation of different alternatives, new policies and procedures, pick out the most impactful solution

- **Internal interactions/team management**

High degree (internally): impact and influence, management of significant strategic assets and information

- **External interactions**

High degree (externally): impact and influence, sufficient external network

- **Impact on Business Outcomes**

High degree: Responsibility to bring results

Real example.....

Τεχνογνωσία & Δεξιότητες

Βαθμός	Περιγραφή
1	Βασικές γνώσεις. Καμία εργασιακή εμπειρία. Εκτελεί απλές οδηγίες. Απόφοιτος Γυμνασίου.
2	Βασικές γνώσεις. Πολύ μικρή εργασιακή εμπειρία. Εκτελεί απλές οδηγίες. Απόφοιτος Γυμνασίου.
3	Ικανοποιητικές γνώσεις. Εργασιακή εμπειρία έως 2 έτη. Εκτελεί εργασίες βάσει συγκεκριμένων διαδικασιών. Απόφοιτος Λυκείου.
4	Ικανοποιητικές γνώσεις. Εργασιακή εμπειρία από 2 έως 4 έτη. Εκτελεί εργασίες βάσει συγκεκριμένων διαδικασιών. Απόφοιτος Λυκείου.
5	Ικανοποιητικές γνώσεις. Εργασιακή εμπειρία έως 2 έτη. Καλή θεωρητική κατάρτιση και ικανότητα σφαιρικής θεώρησης και ανάλυσης. Απόφοιτος ΤΕΙ/ΑΕΙ
6	Πολύ καλές γνώσεις. Εργασιακή εμπειρία έως 6 έτη. Καλή θεωρητική κατάρτιση, ικανότητα εκτέλεσης σύνθετων καθηκόντων ακόμη και, μερικές φορές, χωρίς συγκεκριμένη διαδικασία. Απόφοιτος ΤΕΙ/ΑΕΙ.
7	Πολύ καλές γνώσεις. Εργασιακή εμπειρία 6 έως 10 ετών. Πολύ καλή θεωρητική κατάρτιση. Ικανότητα να λειτουργεί και χωρίς συγκεκριμένη διαδικασία, καθώς και σε διαφορετικά έργα. Απόφοιτος ΑΕΙ.
8	Εξαιρετικές γνώσεις. Εργασιακή εμπειρία άνω των 10 ετών. Ικανότητα κατανόησης σε βάθος, επεξεργασίας σύνθετων δεδομένων, δημιουργίας νέων απλών διαδικασιών. Εργασία σε διαφορετικά έργα. Απόφοιτος ΑΕΙ.
9	Εξαιρετικές γνώσεις. Ικανότητα αντίληψης στρατηγικών στόχων, επεξεργασίας σύνθετων δεδομένων και πολύπλοκων ζητημάτων. Δημιουργία νέων διαδικασιών. Εργασία σε διαφορετικά και πολλά έργα. Απόφοιτος ΑΕΙ.

Real example....

Επίλυση προβλημάτων & Λήψη αποφάσεων

Βαθμός	Περιγραφή
1	Εκτελεί οδηγίες: Οι εργασίες είναι απόλυτα καθορισμένες, επαναλαμβανόμενες και ακολουθούν συγκεκριμένες, αναλυτικές διαδικασίες.
2	Εκτελεί οδηγίες: Οι εργασίες είναι καθορισμένες, επαναλαμβανόμενες και ακολουθούν συγκεκριμένες διαδικασίες.
3	Χρειάζεται έγκριση για ό,τι κάνει: Οι εργασίες είναι καθορισμένες και επαναλαμβανόμενες. Μερικές φορές καλείται να επιλέξει μεταξύ διαδικασιών που πρέπει να ακολουθηθούν.
4	Μπορεί να κάνει προτάσεις για λήψη αποφάσεων: Οι εργασίες είναι καθορισμένες και επαναλαμβανόμενες. Μερικές φορές καλείται να επιλέξει μεταξύ διαδικασιών που πρέπει να ακολουθηθούν.
5	Μπορεί να παίρνει απλές αποφάσεις, οι οποίες όμως θα εκτελεστούν μετά την έγκριση ανωτέρου: Οι εργασίες είναι καθορισμένες και επαναλαμβανόμενες. Μερικές φορές καλείται να επιλέξει μεταξύ διαδικασιών που πρέπει να ακολουθηθούν. Μπορεί να κάνει προτάσεις για λήψη αποφάσεων.
6	Μπορεί να κάνει προτάσεις για λήψη αποφάσεων και μπορεί να παίρνει απλές αποφάσεις, οι οποίες όμως θα εκτελεστούν μετά την έγκριση ανωτέρου: Η πλειονότητα των εργασιών είναι επαναλαμβανόμενη. Μερικές φορές εκτελεί διαφορετικές εργασίες. Μερικές φορές χρειάζεται να προσαρμόσει υπάρχουσες διαδικασίες για την εκτέλεση των καθηκόντων της θέσης.
7	Μπορεί να αποφασίζει για θέματα της εργασίας του και της εργασίας των μελών της ομάδας του. Οι εργασίες του ελέγχονται και εγκρίνονται από ανώτερό του: Η πλειονότητα των εργασιών είναι επαναλαμβανόμενη. Συχνά υπάρχουν διαφορετικές επιλογές για την επίλυση ζητημάτων και απαιτείται κριτική ικανότητα για την ορθή επιλογή. Εκτελεί συνήθως διαφορετικές εργασίες.
8	Έχει τη δυνατότητα απόφασης για την εργασία του, την εργασία των μελών της ομάδας του και τις σχέσεις με εξωτερικούς συνεργάτες. Οι εργασίες του ελέγχονται και εγκρίνονται από ανώτερό του σε κάποιο βαθμό: Οι εργασίες που εκτελεί είναι διαφορετικές. Οι αποφάσεις που παίρνει ή/ και οι λύσεις που προκρίνει για την επίλυση ζητημάτων μπορεί να απαιτούν την προσαρμογή υπάρχουσών διαδικασιών ή/και μεθόδων ή/και τη δημιουργία νέων. Απαιτείται αυξημένη κριτική ικανότητα, αναλυτική και συνθετική ευχέρεια.
9	Έχει τη δυνατότητα απόφασης για την εργασία του, την εργασία των μελών της ομάδας του και τις σχέσεις με εξωτερικούς συνεργάτες. Οι εργασίες του ελέγχονται μόνο ως προς το παραγόμενο αποτέλεσμα: Οι εργασίες που εκτελεί είναι διαφορετικές. Οι αποφάσεις που παίρνει ή/ και οι λύσεις που προκρίνει για την επίλυση ζητημάτων μπορεί να απαιτούν την προσαρμογή υπάρχουσών διαδικασιών ή/και μεθόδων ή/και τη δημιουργία νέων. Πολλές φορές αντιμετωπίζει νέες συνθήκες και εργασίες. Απαιτείται αυξημένη κριτική ικανότητα, αναλυτική και συνθετική ευχέρεια.

Real example....

Εσωτερικές Επαφές

Βαθμός	Περιγραφή
1	Σπάνια επικοινωνία με άλλα Τμήματα της εταιρείας. Απαιτείται τυπική ευγένεια. Ο κάτοχος της θέσης επικοινωνεί μόνο με τους άμεσους συνεργάτες του.
2	Ελάχιστη επικοινωνία με άλλα Τμήματα της εταιρείας. Απαιτείται τυπική ευγένεια. Ο κάτοχος της θέσης επικοινωνεί κυρίως με τους άμεσους συνεργάτες του.
3	Μικρή επικοινωνία με άλλα Τμήματα της εταιρείας. Απαιτείται τυπική ευγένεια. Ο κάτοχος της θέσης επικοινωνεί τις πιο πολλές φορές με τους άμεσους συνεργάτες του.
4	Αρκετή επικοινωνία με άλλα Τμήματα της εταιρείας. Ο κάτοχος της θέσης ανταλλάσσει πληροφορίες που απαιτούνται για την καθημερινή εκτέλεση των καθηκόντων του.
5	Αρκετή επικοινωνία με άτομα που έχουν σχετικά υπεύθυνα θέση σε άλλα Τμήματα της εταιρείας. Ο κάτοχος της θέσης ανταλλάσσει πληροφορίες που απαιτούνται για την καθημερινή εκτέλεση των καθηκόντων του. Μερικές φορές απαιτείται συνεργασία με άλλα Τμήματα της εταιρείας για την αντιμετώπιση ζητημάτων.
6	Συχνή επικοινωνία με άτομα που έχουν σχετικά υπεύθυνα θέση σε άλλα Τμήματα της εταιρείας. Ο κάτοχος της θέσης ανταλλάσσει πληροφορίες που απαιτούνται για την καθημερινή εκτέλεση των καθηκόντων του. Συχνά απαιτείται συνεργασία με άλλα Τμήματα της εταιρείας για την αντιμετώπιση ζητημάτων.
7	Τακτική επικοινωνία με άτομα που έχουν υπεύθυνα θέση σε άλλα Τμήματα της εταιρείας. Ο κάτοχος της θέσης ανταλλάσσει εξειδικευμένες πληροφορίες που απαιτούνται για την αντιμετώπιση διαφορετικών ζητημάτων. Απαιτούνται ανεπτυγμένες διαπροσωπικές ικανότητες.
8	Τακτική επικοινωνία με άτομα που έχουν υπεύθυνα θέση σε άλλα Τμήματα της εταιρείας. Ο κάτοχος της θέσης ανταλλάσσει εξειδικευμένες πληροφορίες που απαιτούνται για την αντιμετώπιση διαφορετικών ζητημάτων. Πολλές φορές οι διαχειριζόμενες πληροφορίες είναι εμπιστευτικές και σημαντικές. Απαιτούνται ανεπτυγμένες διαπροσωπικές ικανότητες.
9	Τακτική και συχνή επικοινωνία με άλλα Τμήματα της εταιρείας. Ο κάτοχος της θέσης ανταλλάσσει σημαντικές και εμπιστευτικές πληροφορίες, οι οποίες τις πιο πολλές φορές χρησιμοποιούνται από τα ανώτατα στελέχη της εταιρείας. Απαιτούνται διοικητικές ικανότητες, πειθώ για τη διατήρηση καλών εργασιακών σχέσεων.

Real example....

Εξωτερικές Επαφές	
Βαθμός	Περιγραφή
1	Σπάνια επικοινωνία με άτομα εκτός της εταιρείας. Απαιτείται τυπική ευγένεια.
2	Κάποια επικοινωνία με άτομα εκτός της εταιρείας. Ανταλλαγή ενδεχομένως κάποιων απλών πληροφοριών. Απαιτείται τυπική ευγένεια.
3	Επικοινωνία με άτομα εκτός της εταιρείας με στόχο την εκτέλεση απλών εργασιών. Ανταλλαγή κάποιων απλών πληροφοριών. Απαιτείται τυπική ευγένεια.
4	Επικοινωνία με άτομα εκτός της εταιρείας με στόχο τη συνεννόηση για τη διεκπεραίωση ή/και εκτέλεση απλών εργασιών. Ανταλλαγή απλών πληροφοριών. Απαιτείται τυπική ευγένεια και κάποια ικανότητα διαπραγμάτευσης.
5	Τακτική επικοινωνία με άτομα εκτός της εταιρείας, που έχουν μικρή δυνατότητα απόφασης, με στόχο την ανταλλαγή πληροφοριών για τη διεκπεραίωση εργασιών, που μερικές φορές είναι πέραν των καθημερινών και απλών. Απαιτείται ικανότητα διπλωματίας για την επίτευξη καλής συνεργασίας.
6	Τακτική επικοινωνία με άτομα εκτός της εταιρείας, που έχουν δυνατότητα απόφασης, με στόχο την ανταλλαγή πληροφοριών για τη διεκπεραίωση εργασιών, που είναι πιο σύνθετες. Απαιτείται ικανότητα διπλωματίας για την επίτευξη καλής συνεργασίας και τήρησης των προθεσμιών.
7	Πολύ συχνή επικοινωνία με άτομα εκτός της εταιρείας, που κατέχουν θέσεις ευθύνης, με στόχο την ανταλλαγή, μερικές φορές, σύνθετων πληροφοριών για τη διεκπεραίωση εργασιών. Η επικοινωνία γίνεται αρκετές φορές σε επίσημη μορφή, όπως υποβολή αναφορών, καταστάσεων κ.λπ. Απαιτείται ικανότητα διπλωματίας για την επίτευξη καλής συνεργασίας, τήρησης των προθεσμιών και του νομικού πλαισίου.
8	Πολύ συχνή επικοινωνία με άτομα εκτός της εταιρείας, που κατέχουν θέσεις ευθύνης, με στόχο την ανταλλαγή, μερικές φορές, σύνθετων πληροφοριών για τη διεκπεραίωση εργασιών. Η επικοινωνία γίνεται αρκετές φορές σε επίσημη μορφή, όπως υποβολή αναφορών, καταστάσεων κ.λπ. Απαιτείται ικανότητα διπλωματίας για την επίτευξη καλής συνεργασίας, τήρησης των προθεσμιών και του νομικού πλαισίου. Οι επικοινωνίες αυτές έχουν σημαντική επίδραση στην εταιρεία και τα αποτελέσματά της.
9	Καθημερινή επικοινωνία με υψηλόβαθμα άτομα εκτός της εταιρείας. Πολύ συχνά οι πληροφορίες που ανταλλάσσονται είναι εμπιστευτικές και έχουν σημαντική επίδραση για την λειτουργία και ανάπτυξη της εταιρείας. Επίσης, συχνά, απαιτείται η επίσημη, γραπτή επικοινωνία. Απαιτείται ικανότητα διαπραγμάτευσης σε μεγάλο βαθμό, ικανότητα πειθούς και ικανότητα διαχείρισης δύσκολων καταστάσεων.

Real example....

Επίδραση στην Εταιρεία & τα Αποτελέσματά της

Βαθμός	Περιγραφή
1	Η εργασία έχει ελάχιστη επιρροή στην εταιρεία. Ο ιεραρχικά ανώτερος ελέγχει συνεχώς την εργασία του κατόχου. Όποιο τυχόν λάθος ή παράλειψη βρίσκεται εύκολα και γρήγορα και διορθώνεται.
2	Η εργασία έχει μικρή επιρροή στην εταιρεία. Ο ιεραρχικά ανώτερος ελέγχει τακτικά την εργασία του κατόχου. Όποιο τυχόν λάθος ή παράλειψη βρίσκεται εύκολα και διορθώνεται, χωρίς σημαντική επίδραση.
3	Η εργασία του έχει κάποια αλλά περιορισμένη επιρροή στην εταιρεία. Ο ιεραρχικά ανώτερος ελέγχει κάποιες φορές την εργασία του κατόχου. Όποιο τυχόν λάθος ή παράλειψη μπορεί να έχει μικρή επιρροή στην εταιρεία, αλλά βρίσκεται σχετικά εύκολα και μπορεί να διορθωθεί.
4	Η εργασία του επιδρά στις λειτουργίες και διαδικασίες της εταιρείας. Όποιο τυχόν λάθος ή παράλειψη βρίσκεται σχετικά δύσκολα ή/και μετά από καιρό, από τον ιεραρχικά ανώτερο και μπορεί να προκαλέσει ζημιά στην εταιρεία.
5	Η εργασία του επιδρά στις λειτουργίες και διαδικασίες της εταιρείας. Όποιο τυχόν λάθος ή παράλειψη βρίσκεται δύσκολα ή/και μετά από καιρό, από τον ιεραρχικά ανώτερο ή από συνεργάτες ή από εξωτερικούς φορείς και μπορεί να προκαλέσει ζημιά μικρού μεγέθους στην εταιρεία.
6	Η εργασία του επιδρά αρκετά στις λειτουργίες και διαδικασίες της εταιρείας. Όποιο τυχόν λάθος ή παράλειψη βρίσκεται δύσκολα ή/και μετά από καιρό, από τον ιεραρχικά ανώτερο ή από συνεργάτες ή από εξωτερικούς φορείς και προκαλεί μεσαίου μεγέθους ζημιά στην εταιρεία.
7	Η εργασία του επιδρά σημαντικά στις λειτουργίες, διαδικασίες και αποτελέσματα της εταιρείας. Όποιο τυχόν λάθος ή παράλειψη βρίσκεται δύσκολα ή/και μετά από καιρό, μετά από έλεγχο, από τον ιεραρχικά ανώτερο ή από συνεργάτες ή από εξωτερικούς φορείς και προκαλεί σημαντική ζημιά στην εταιρεία.
8	Η εργασία του επιδρά πολύ σημαντικά στις λειτουργίες, διαδικασίες και αποτελέσματα της εταιρείας. Ο κάτοχος της θέσης ελέγχεται κυρίως βάσει αποτελεσμάτων. Σχεδιάζει και παρακολουθεί την υλοποίηση σημαντικών έργων. Όποιο τυχόν λάθος ή παράλειψη βρίσκεται δύσκολα ή/και μετά από καιρό, μετά από έλεγχο, από τον ιεραρχικά ανώτερο ή από συνεργάτες ή από εξωτερικούς φορείς και προκαλεί μεγάλου μεγέθους ζημιά στην εταιρεία.
9	Η εργασία του επιδρά πάρα πολύ σημαντικά στις λειτουργίες, διαδικασίες και αποτελέσματα της εταιρείας. Ο κάτοχος της θέσης ελέγχεται μόνο βάσει αποτελεσμάτων. Ορίζει, σχεδιάζει και παρακολουθεί την υλοποίηση σημαντικών, πολλών και διαφορετικών έργων. Όποιο τυχόν λάθος ή παράλειψη βρίσκεται δύσκολα ή/και μετά από καιρό, μετά από έλεγχο, από συνεργάτες ή από εξωτερικούς φορείς και προκαλεί μεγάλου μεγέθους ή/και ανεπανόρθωτη ζημιά στην εταιρεία.

Only Finance evaluation

JOB	FACTOR					Total
	Knowledge & Skills	Problem Solving & Decision Making	Internal Contacts	External Contacts	Impact on Organization & Business	
Finance manager	8	9	9	7	9	42
Accounting manager	8	8	8	7	8	39
Tax specialist	7	7	5	6	7	33
General accountant	7	6	5	5	5	28
General accountant (with SAP knowledge)	8	7	5	5	7	32
Accounting assistant	3	2	3	3	3	14
Accounting assistant (AEI)	4	3	3	3	4	17
Collector	3	2	2	4	2	13
Messenger	2	2	2	3	1	10
Treasury manager/Analyst	7	8	7	8	8	38

Willis Towers Watson evaluation-matching

GENERAL ALIGNMENT OF GLOBAL GRADES TO CAREER LEVELS																														
Revenue (USD)																														
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	USD75m	USD150m	USD500m	USD1bn	USD2bn	USD5bn	USD10bn	USD50bn	USD100bn							
FTE (Full Time Equivalent) Employees															16	17	18	19	20	21	22	23	24	25						
															90	240	620	1.6K	4.1K	10.6K	27.5K	75K	200K							
															Executive/Senior Management (EX)															
															15	16	17	18	19	20	21	22	23	24	25					
															Supervisory/Management (M)															
															M1	M2	M3	M4	M5											
															Supervisor	Manager	Sr. Manager	Group Mgr.	Sr. Group Mgr.											
															Professional (P)															
															P1	P2	P3	P4	P5	P6										
															Entry	Interm.	Career	Specialist	Master	Renowned Expert										
															Customer/Client Management and Sales (S)															
															S1	S2	S3	S4	S5	S6										
															Entry	Interm.	Career	Expert	Sr. Expert	Elite Expert										
															Technical Support (T)															
															T1	T2	T3	T4												
															Entry	Interm.	Senior	Lead/Advanced												
															Business Support (U)															
															U1	U2	U3	U4												
															Entry	Interm.	Senior	Lead/Advanced												
															Production/Manual Labor (W)															
															W1	W2	W3	W4												
															Entry	Intermediate	Senior	Lead/Advanced												

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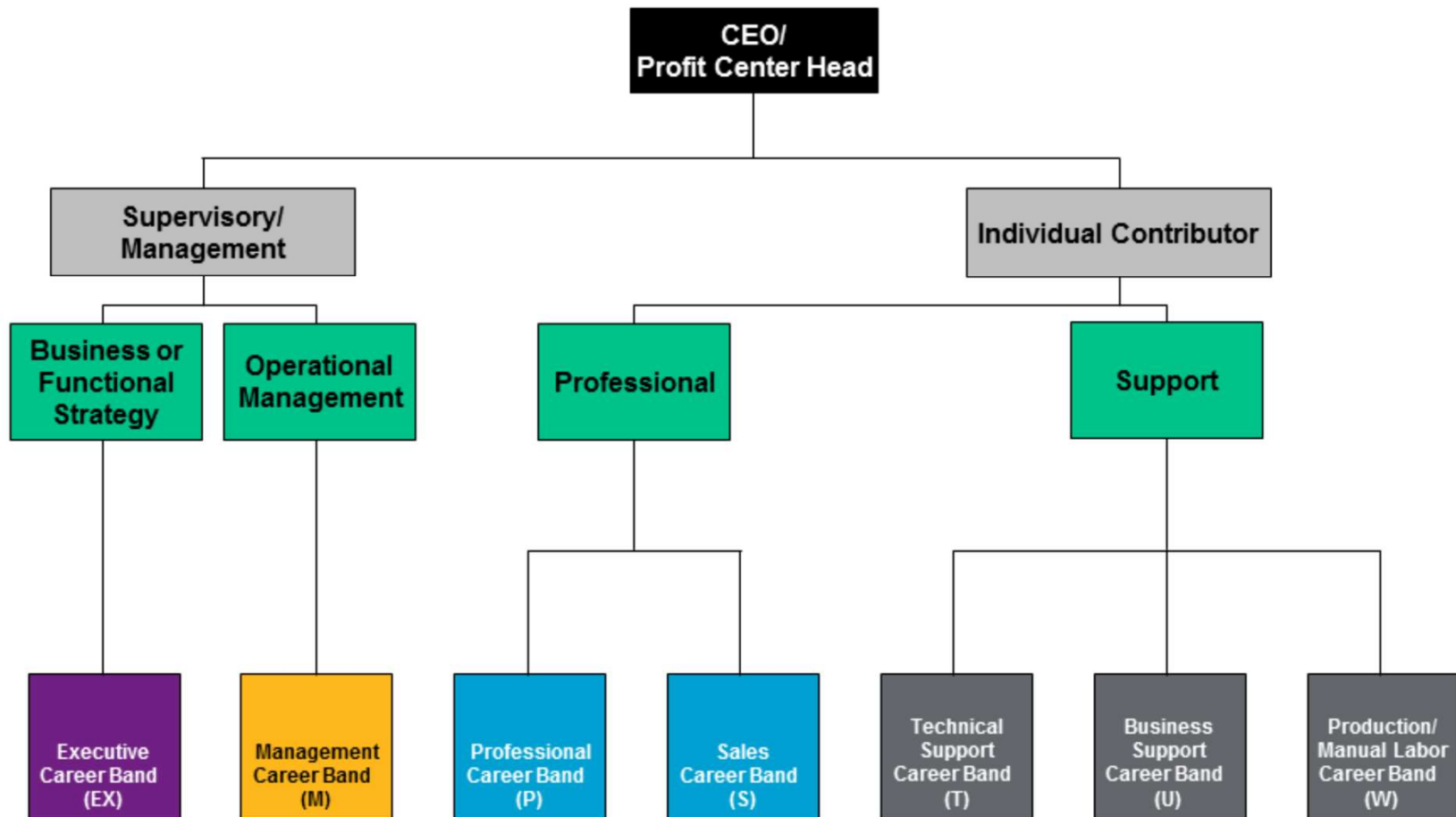
Sample Functions and Disciplines

Function	Accounting	Human Resources	IT Development
Discipline	<ul style="list-style-type: none"> Accounts Payable General Accounting Payroll 	<ul style="list-style-type: none"> Benefits Compensation Recruitment 	<ul style="list-style-type: none"> Applications Development Business Systems Analysis IT Architecture (Systems Design)

Career Bands	Supervisory/ Management (M)	Professional (P)	Customer/Client Management and Sales (S)	Technical Support (T)	Business Support (U)	Production/ Manual Labor (W)
Career Levels	M5 Senior Group Manager M4 Group Manager M3 Senior Manager M2 Manager M1 Supervisor	P6 Renowned Expert P5 Master P4 Specialist P3 Career P2 Intermediate P1 Entry	S6 Elite Expert S5 Senior Expert S4 Expert S3 Career S2 Intermediate S1 Entry	T4 Lead/Advanced T3 Senior T2 Intermediate T1 Entry	U4 Lead/Advanced U3 Senior U2 Intermediate U1 Entry	W4 Lead/Advanced W3 Senior W2 Intermediate W1 Entry

Step 1: Match your job to the survey Function and Discipline.	Step 2: Match your job to a survey Career Level.
Function: Corporate Affairs/Communications Discipline: ACA010 Public Relations	Career Band: Professional (P) Career Level: P3 Career
<ul style="list-style-type: none"> Coordinates media relations and prepares external communications Plans, prepares and relays information concerning the organization to the press and the wider community to gain understanding and acceptance for the organization Develops and maintains lines of communication with media contacts and other external audience groups 	<ul style="list-style-type: none"> Requires in-depth knowledge of position or related experience Solves complex problems; takes a new perspective using existing solutions Works independently; receives minimal guidance Acts as a resource for colleagues with less experience The level at which career may stabilize for many years or even until retirement

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	Executive (EX)	Supervisory/Management (M)
Organization Strategy	<ul style="list-style-type: none"> Primarily involved in the development, evolution and approval of the long-term vision across a market function, division, region or country (depending on scope of organization) or a Function Establishes strategies for area of responsibility (i.e. corporate, regional, subsidiary) Leads development of country or function strategies May be a board or executive committee member or will have a comparable level of influence 	<ul style="list-style-type: none"> Implements organization strategies through the effective direction and management of resources Sets Discipline or area strategy consistent with established organization strategies Focuses mainly on the management and implementation of operational objectives that help achieve long-term organization strategy Accountable for business, functional, operational processes and/or program management
Functional Responsibility	<ul style="list-style-type: none"> Most senior level within a major Function for a business unit 	<ul style="list-style-type: none"> Responsible for part of a Function for a business segment
Impact on Organization	<ul style="list-style-type: none"> Impacts broader organization performance directly 	<ul style="list-style-type: none"> Impacts broader organization performance indirectly Impact limited to own Discipline or area
Compensation Program	<ul style="list-style-type: none"> Covered by executive compensation programs (e.g., executive long-term plans, executives bonus plans) 	<ul style="list-style-type: none"> Not covered by executive compensation programs

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	Manager	Professional/Individual Contributor
Job "manages" projects or programs through teams of individuals who may not report directly to them	<ul style="list-style-type: none"> At higher levels of project management, individuals in these roles may be managing large, sustained projects or programs, with dedicated teams to support them. 	<ul style="list-style-type: none"> Project management is a body of skills and expertise; project managers achieve work objectives by applying these skills and expertise to guide a team. At lower levels of project management, the focus is on professional project management skills, and individuals in these roles may manage multiple projects and/or projects with shorter duration.
Job "manages" a body of work within the organization that is large enough to constitute an organizational function or sub-function.	<ul style="list-style-type: none"> Jobs that provide organization-wide functional or sub-functional leadership, for the body of work. This will not be necessarily through direct reports, but through dotted-line reports. The 'weight' of dotted-line reporting can be assessed through factors such as frequency and nature of the communication, the coordination processes and the area of influence. 	<ul style="list-style-type: none"> Jobs that focus on "managing" a body of work or a process are applying individual expertise. Such jobs require that a job holder has a specific level of knowledge or skills in a particular subject of critical value to the organization's business strategy. There is no requirement on the job to provide wider leadership beyond acting as the "custodian" of the knowledge
Job "manages" long-term vendors and/or contractors.	<ul style="list-style-type: none"> A job is achieving results through others if: <ul style="list-style-type: none"> Work/role of the vendor/contractor is enduring Similar roles elsewhere within the organization accomplish similar work through internally-employed individuals Work includes monitoring the performance and directing the work of individual contributors who are not managed by a person on the vendor/contract side Work includes coaching and developing others for task completion, performance or career growth 	<ul style="list-style-type: none"> A job is achieving results through application of individual expertise if: <ul style="list-style-type: none"> Work is focused on managing the parameters (e.g., service levels, compliance, policy interpretation) of the contract/vendor relationship (i.e., work is not focused on managing the vendor's employees) The vendor/contract management role/work is short-term in nature, intended to fill a temporary staffing gap, peak volume period or conduct work on a specific short-term project

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	Individual Contributor			
	Professional (P)	Support		
		Technical Support (T)	Business Support (U)	Production/ Manual Labor (W)
Entry Level Education/Training	<ul style="list-style-type: none"> Has conceptual knowledge of theories, practices and procedures typically acquired through a college or university degree or equivalent work experience 	<ul style="list-style-type: none"> Requires vocational training or equivalent experience and may require external certification, but typically does not require a university degree 	<ul style="list-style-type: none"> May require vocational training or equivalent work experience, but does not require a university degree 	<ul style="list-style-type: none"> Typically does not require vocational training or a university degree
Types of Duties and Responsibilities	<ul style="list-style-type: none"> Performs work in a specialized area of expertise that requires knowledge of fundamental themes, principles and concepts 	<ul style="list-style-type: none"> Performs specialized technical tasks or skilled craft work 	<ul style="list-style-type: none"> Performs clerical, administrative or specialized support tasks in an office or field setting 	<ul style="list-style-type: none"> Performs unskilled or semi-skilled work

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Supervisory/Management Career Band (M)

M5 Senior Group Manager (aligns with Global Grade 17)

- Applies only to large international or global organizations
- Provides leadership and direction through Group and/or Senior Managers
- Has accountability for the performance and results of:
 - A large, strategically important function in an extremely large market and/or
 - Diverse disciplines (e.g., within Human Resources - Training, Recruitment and Compensation & Benefits) or departments within a large geography or division and/or
 - A large, strategically important discipline within a major region and/or
 - A medium-sized global corporate discipline or department
- Develops, adapts and executes strategies to achieve key business objectives in area of responsibility
- Decisions are guided by organization and functional strategies and objectives

M4 Group Manager (aligns with Global Grade 16)

- Provides leadership and direction through Senior Managers and Managers
 - Has accountability for the performance and results of:
 - A large, strategically important discipline in an extremely large market; and/or
 - Related disciplines or a medium-sized function in a large market or medium-sized division; and/or
 - A medium-sized discipline or department in a major region
 - Adapts and executes functional or departmental business plans and contributes to the development of functional or departmental strategies
 - Decisions are guided by functional or major operational segment strategies and priorities
-

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Professional Career Band (P)

P6 Renowned Expert (aligns with Global Grades 16 and 17)

- Is recognized as an external thought leader within strategic function or discipline
- Has broad and comprehensive expertise in leading-edge theories, techniques and/or technologies within own function or discipline
- Proactively identifies and solves the most complex problems that impact the management and direction of the business
- Participates in the development of the product or business strategy
- Leads multidisciplinary projects or initiatives
- Progression to this level is typically restricted on the basis of individual capabilities and business requirements

Global Grade 17 Differentiators

- Only applies to large international or global businesses
- Contributes as top thought leader worldwide, whose achievements include major innovations that change and advance the industry and/or profession
- Leads the largest projects/initiatives that have a significant impact upon a complex, global business

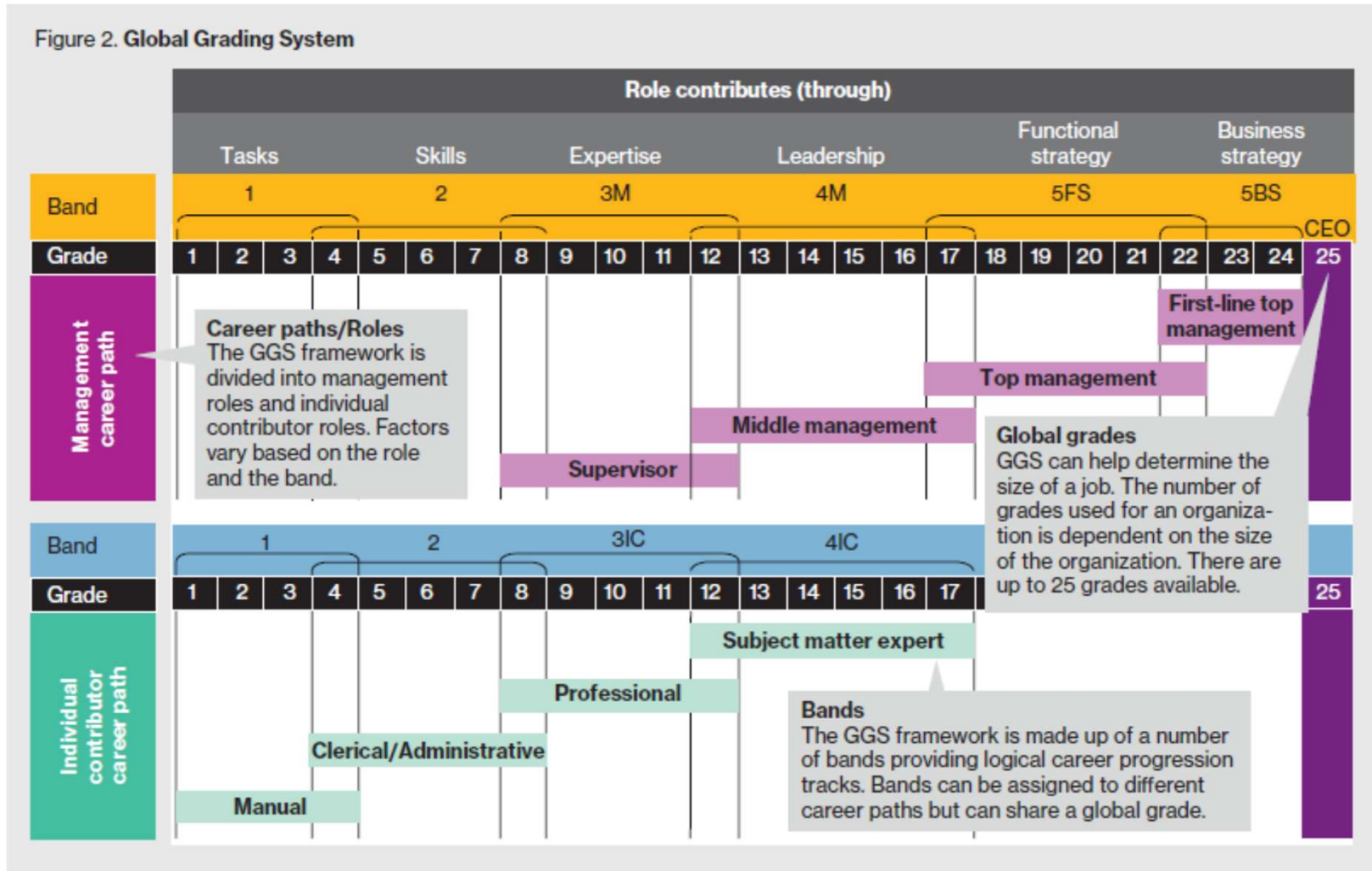
Global Grade 16 Differentiators

- Typically found in Global Grade 18 or higher organizations
- Contributes thought leadership and innovation that influences change and advancement of the industry and/or profession
- Leads large projects/initiatives that impact the business on a domestic or international scale

P5 Master (aligns with Global Grade 15)

- Is recognized as an expert within the organization and has in-depth and/or breadth of expertise in own discipline and broad knowledge of other disciplines within the function
- Anticipates internal and/or external business challenges and/or regulatory issues; recommends process, product or service improvements
- Solves unique and complex problems that have a broad impact on the business
- Contributes to the development of functional strategy
- Leads project teams to achieve milestones and objectives
- Progression to this level is typically restricted on the basis of business requirements
- Typically operates with broad latitude in a complex environment

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		Job Function Reports				
		Office and Business Support	Technical Support and Production	Professional (Technical and Operations)	Professional (Administrative and Sales)	Supervisory and Middle Management
AQY	Quality Assurance Methods					
AQY000	Quality Assurance Methods Generalist/Multidiscipline	✓		✓		✓
AQY020	Business Process Improvement			✓		✓
AQY030	Six Sigma Process			✓		✓
AQY040	Supplier Quality Assurance			✓		✓
AQY050	Food Safety			✓		✓
AQY999	Quality Assurance Methods - No Applicable Discipline			✓		✓
ARE	Real Estate and Facilities					
ARE000	Real Estate and Facilities Generalist/Multidiscipline	✓			✓	✓
ARE010	Real Estate/Property Management	✓			✓	✓
ARE020	Facilities Management	✓			✓	✓
ARE999	Real Estate and Facilities - No Applicable Discipline	✓			✓	✓
ARP	Product Development					
ARP000	Product Development Generalist/Multidiscipline			✓		✓
ARP010	Product Development - Physical Science			✓		✓
ARP020	Product Development - Health Science			✓		✓
ARP030	Product Development - Life Science			✓		✓
ARP035	Food Science/Technology			✓		✓

job evaluation-job matching scheme

It is exactly the same procedure as analytical point factor job evaluation schemes but instead of specific factors uses:

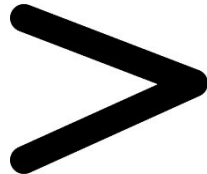


job evaluation-job matching scheme

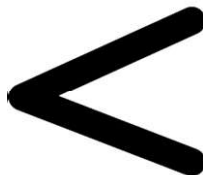
Compare job descriptions with benchmarking job descriptions and grade the job into one of the three grades (Job benchmarking-non analytical approach):



Exact match



The role under evaluation is graded over
the benchmarked job



The role under evaluation is graded less
than the benchmarked job

job evaluation-job matching scheme

FINANCE AND ADMINISTRATION DIRECTOR

Duties:

- Formulates, recommends and ensures the implementation of company's financial policy.
- Provides overall direction for budgeting, reporting, tax, accounting, financing, credit and usually IT and sometimes for Personnel functions.
- Ensures effective administrative support services to the company.

Typically reports to:

General Manager/Managing Director and usually supervises 3-5 Managers and their staff (14-25).

Specifications:

- University degree often at postgraduate level and extensive professional training.
- Usually 12-18 years of experience, 8 of which at supervisory level.
- Fluency in English.



job evaluation-job matching scheme

- If you are a smaller in magnitude company → Less
- If the role has no structure below → Less
- If you have to evaluate the role of the CFO of Coca Cola → Greater
- If the job holder has no MSc degree and less years of experience than the benchmarked job → Less
- If the role entails the responsibilities of more than one countries or Regions → Greater
- If it has no responsibility for Administration or Accounting → Less or grade to Finance manager role
- If he/she is in charge of the operations of the country he leads → Greater (as it holds the role of CEO)

job evaluation-job matching scheme

ACCOUNTING CLERK

Duties:

- Assists in checking of accounting documentation and in preparation of ledger entries
- Performs various routine accounting activities.
- Reconciles bank accounts and processes payments.

Typically reports to:

Accounting Supervisor

Specifications:

- Higher National Diploma or Accounting Certificate.
- Usually 1-3 years of relevant experience.



job evaluation-job matching scheme

- If the role is restricted to only ledgering or simple accounting procedures → Equal
- If it has the license for C class books → Equal
- If it has the license for A and B → Greater for B and maybe graded to Accountant for A
- If the duties are not matching → check another finance role
- If the duties are mainly to keep the books and in less than 50% of his/her time to do outdoor chores → Equal
- If the company is small and is the only accounting clerk in the accounting department and has more than benchmarked years of experience → Greater
- If the role is 50%-50% to another task set, we should ask the business owner where should we grade it

Questions??????



- References:

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