Guide to Job Mapping
Objectives

- Understand your concerns about the current surveys
- Examine the principles of benchmarking
- Understand existing links between Organisations and WW grade levels
- Address frequently asked questions

What are YOUR Objectives??
FAQ’s

- The job holder’s responsibilities span HR and Administration. Where should I map him/her? »
- « We have several sales managers at the same level but with significantly different territory & team sizes and revenue responsibility. Should we differentiate them when mapping? How? »
FAQ’s

« The job holder in this position is much more experienced than what the survey description notes. How should this be taken into account when mapping? »

« The internal title is « Purchasing Manager » but in fact the role does not involve any people responsibility. Should I map it to « Purchasing Manager » in the survey? »
FAQ’s

- « The role has regional responsibility for a function and only a dotted line to the country organization. How should the role be evaluated? »
- « I have several internal roles that I can’t find matches for in the survey. What should I do? »
Matching against Benchmark Job Descriptions is not a science
Art and science have their meeting point in method.

-Edward Bulwer-Lytton
Process

- Gather Data
- “Cap” the organization by grading and benchmarking the top role
- Benchmark 1st line management
- Benchmark by job family remaining employees
Gather information

- Organisation charts
  - Excellent tool for seeing jobs in context
  - Tend to be agreed and up to date
- Job descriptions/Role Profiles
  - Are they valid?
  - Make sure they are current
  - Take the opportunity to update (include elements taken from the benchmark job description?)
- Line management input
  - Particularly useful for new or business critical roles
The idea is to get a full picture of what the role covers by looking at:

- Which department the individual works in
- Reporting line(s)
- Nature of the job
- Internal grade/level
- Job requirements – level of experience, qualifications, competencies etc.
Global Grading System

- Underpins all Watson Wyatt Surveys
- Assists Job Matching, not a substitute for!!!
- Grades are consistent across families
- Benchmark jobs have suggested grades
- Standard Simple Methodology which is useful for Job Matching
- Always starts with defining the Business in terms of scope
The GGS Scope Data Matrix

- **4 dimensions:**
  - **Business Size**
    - Measured by Company turnover figure
  - **Business Complexity**
    - Measured by the level of integration of the business, the diversity of the product portfolio, the complexity of the business processes, etc.
  - **Organisational Size**
    - Measured by the number of employees
  - **Geographical scope**
    - Measured by the international reach of the organisation
Scope the Business

- Set the CEO grade and the “ceiling” for all other jobs in the organisation

<table>
<thead>
<tr>
<th>EMPLOYMENT TURNOVER (in USD m)</th>
<th>16</th>
<th>17</th>
<th>18</th>
<th>19</th>
<th>20</th>
<th>21</th>
<th>22</th>
<th>23</th>
<th>24</th>
<th>25</th>
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<tbody>
<tr>
<td>Domestic</td>
<td>90</td>
<td>240</td>
<td>620</td>
<td>1,600</td>
<td>4,100</td>
<td>10,600</td>
<td>27,500</td>
<td>75,000</td>
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<tr>
<td>International</td>
<td>75</td>
<td>150</td>
<td>500</td>
<td>1,000</td>
<td>2,000</td>
<td>5,000</td>
<td>10,000</td>
<td>50,000</td>
<td>100,000</td>
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</table>

<table>
<thead>
<tr>
<th>BUSINESS COMPLEXITY</th>
<th>COMPLEXITY OF MARKET</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Domestic</td>
</tr>
<tr>
<td>LOW</td>
<td>16</td>
</tr>
<tr>
<td>MEDIUM</td>
<td>18</td>
</tr>
<tr>
<td>HIGH</td>
<td>20</td>
</tr>
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</table>
## Business Complexity

<table>
<thead>
<tr>
<th>Structure</th>
<th>Subordinate entity (including regions, subsidiaries)</th>
<th>Parent</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Integrated with other BU</td>
<td>Independent of other BU</td>
</tr>
<tr>
<td>Single industry, related product/services</td>
<td>Low</td>
<td>Medium</td>
</tr>
<tr>
<td>Multiple industries, unrelated products/services</td>
<td>Medium</td>
<td>High</td>
</tr>
</tbody>
</table>
“Diversity” measures the extent to which a business unit:
- Provides products and services that are related and serve within a single industry, or
- Is very diverse and belongs to two or more industries

“Structure” measures
- the extent to which a business unit is integrated with other business units, …
A business unit is **integrated** when another business unit (or the parent):
- Manufactures or sources the products,
- Supplies manufacturing or other technology solutions,
- Sets product pricing structure,
- Determines HR, Finance and/or IT policies or practices.

A business unit is **independent** of other business entities when it is largely left by the parent to determine its own:
- Range of products,
- Marketing and pricing policies unilaterally,
- Policies with regard to financial, IT and HR management.
Business Complexity

- “Structure” measures
  - the breadth of operations encompassed within the business (complexity).
Business Complexity

- A business unit is complex when the full value chain is represented, from product conception and design to materials sourcing, operations, marketing, sales and customer services.
- A business unit is not complex when it focuses solely on one or more (but not all) of these activities.
Market Complexity

- **DOMESTIC COMPANY**
  - Its operations are essentially based in the home country and will essentially supply the domestic market. May have small operations with only one or two functions represented in other countries (e.g. sales representatives).

- **INTERNATIONAL COMPANY**
  - Will have offices / operations with more than one function (e.g. HR, finance and sales) across a whole region (e.g. Europe, Asia Pacific) or in several countries in different continents.

- **GLOBAL COMPANY**
  - Will have significant operations (all functions represented) in three or more continents.
Remember!

- In order to match to GM or Business Unit manager certain criteria have to be met (see slide 33)
- P/ L responsibility is the key criterion
- Legal responsibility for entity
- Multiple function responsibility beyond sales
- Two grade maps follow
  - Grade 19 organisation - Typically Regional GM
  - Grade 16 organisation - Typically Small territory
Example Grade Map with CEO at GG 19

<table>
<thead>
<tr>
<th>BAND</th>
<th>GRADE</th>
<th>TASKS</th>
<th>SKILLS</th>
<th>EXPERTISE</th>
<th>LEADERSHIP</th>
<th>STRATEGY</th>
<th>CEO</th>
</tr>
</thead>
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<tr>
<td></td>
<td></td>
<td>1</td>
<td>2</td>
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NATURE OF CONTRIBUTION

MANAGEMENT CAREER

- CEO
- MIDDLE MANAGEMENT
- SUPERVISOR

PROFESSIONAL CAREER

- SENIOR PROFESSIONAL
- PROFESSIONAL
- TECHNICIAN
- Sr CLERICAL / ADMIN
- CLERICAL / ADMIN
- ANCILLARY
Example Grade Map with CEO at GC 16

<table>
<thead>
<tr>
<th>Grade</th>
<th>Task 1</th>
<th>Task 2</th>
<th>Task 3</th>
<th>Task 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>CEO</td>
<td></td>
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<td></td>
<td>CEO</td>
</tr>
<tr>
<td>16</td>
<td>15</td>
<td>14</td>
<td>13</td>
<td>12</td>
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<tr>
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</tbody>
</table>

Tasks 1 to 4 correspond to different career bands and grades as follows:

- **Management Career**
  - CEO: Senior Professional
  - Manager: Professional
  - Supervisor: Technician
  - Ancillary: Sr Clerical/Admin

- **Professional Career**
  - CEO: Senior Professional
  - Manager: Professional
  - Supervisor: Technician
  - Ancillary: Sr Clerical/Admin

- **Ancillary Career**
  - CEO: Senior Professional
  - Manager: Professional
  - Supervisor: Technician
  - Ancillary: Sr Clerical/Admin
## Global Grade Definitions

<table>
<thead>
<tr>
<th>Technical</th>
<th>Managerial</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>9</strong>&lt;br&gt;- Entry Level / Junior Professional or Senior Support Role</td>
<td>- Team Leader</td>
</tr>
<tr>
<td>- Works within fairly strict guidelines</td>
<td>- Small team</td>
</tr>
<tr>
<td>- Performs tasks</td>
<td>- Supervises completion of straightforward tasks – quantity</td>
</tr>
<tr>
<td>- Receives frequent supervision</td>
<td>- No impact on growth and development of people</td>
</tr>
<tr>
<td>- Small to moderate impact on business</td>
<td></td>
</tr>
<tr>
<td><strong>9</strong>&lt;br&gt;- Developing Professional</td>
<td></td>
</tr>
<tr>
<td>- 1 year experience after university</td>
<td></td>
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<tr>
<td>- Follows existing methodology, although no procedures exist (independent)</td>
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<tr>
<td>- Very complex problems are still referred up</td>
<td></td>
</tr>
<tr>
<td>- Works under broad supervision</td>
<td></td>
</tr>
<tr>
<td><strong>10</strong>&lt;br&gt;- Developing Professional</td>
<td>- Team Leader</td>
</tr>
<tr>
<td>- 1 – 3 years experience</td>
<td>- Medium-sized team</td>
</tr>
<tr>
<td>- Moderate, usually indirect impact</td>
<td>- Supervises completion of sometimes complex tasks – quantity</td>
</tr>
<tr>
<td>- Deals with most problems independently</td>
<td>- Some input in performance management process</td>
</tr>
<tr>
<td>- Is controlled on deliverable/outcome, much less on “how”</td>
<td></td>
</tr>
<tr>
<td><strong>11</strong>&lt;br&gt;- Seasoned Professional</td>
<td>- Supervisor</td>
</tr>
<tr>
<td>- 2 – 4 years experience</td>
<td>- Supervises work and checks on quality and quantity</td>
</tr>
<tr>
<td>- Moderate but direct impact through close contact with businesses’ core activities</td>
<td>- Input in team-members’ assessment and pay-review</td>
</tr>
<tr>
<td>- Will work completely independent and have significant latitude to solve complex problems</td>
<td></td>
</tr>
<tr>
<td><strong>12</strong>&lt;br&gt;- Seasoned Professional</td>
<td>- Supervisor</td>
</tr>
<tr>
<td>- 5 – 8 years experience</td>
<td>- Allocates work and checks on quality and quantity</td>
</tr>
<tr>
<td>- Significant impact (in terms of project-size, territory, …)</td>
<td>- Suggests alternatives / improvements in processes and flows</td>
</tr>
<tr>
<td>- Involved in training, coaching of new recruits</td>
<td>- Responsible for team-members’ assessment/pay-review</td>
</tr>
<tr>
<td>- Recognise and be able to contribute to the improvement of processes and work-flows (policy development) for their function</td>
<td></td>
</tr>
</tbody>
</table>
## Global Grade Definitions

<table>
<thead>
<tr>
<th>Technical</th>
<th>Managerial</th>
</tr>
</thead>
</table>
| **13** | - Strategic Professional  
- 8 – 10 years experience  
- Stays abreast of latest developments in own field and contributes to strategy by applying in own job / organisation  
- Significant impact through deliverables | - Operational Manager  
- Responsible for planning of short term action plans and activities  
- Responsible for people's growth and development  
- Involved in planning of resources for future (1-year) |
| **14** | - Strategic Professional  
- +10 years experience  
- Follows latest trends and developments in own field and adapts these to apply in own job / organisation | - Operational Manager  
- Leads and directs team of professionals  
- Responsible for short- to medium-term planning of actions and resources for own area  
- |
| **15** | - Strategic Professional  
- +15 years experience  
- Develops new techniques, methodologies, approaches ... in own field to directly impact the work of others and the results of the organisation  
- Thought leader | - Manager with Strategic Impact  
- Manages through managers, large group of senior professionals  
- Responsible for medium-term (1-3 years) planning  
- Sizeable section of the business – big direct impact |
| **16** | - Future Nobel-prize winner !  
- +20 years experience  
- Internally and externally recognised Guru that influences the way things are done in the entire industry / world! (just to say you won't find a lot of these and they will probably not participate in surveys !) | - Strategy Setting Manager  
- Responsible for long-term (+3 years) planning  
- Integrating different disciplines / sections of the business  
- Covering diverse functions or one major function in a large organisation |
SL1530  Senior Sales Representative (PRO) - Global Grade Level 13  
Alternative Job Titles: Senior Sales Engineer, Senior Sales Executive, Accounts Executive  
Reporting to: Sales Manager  
Experience: At least 5 years relevant experience  
Senior Professional responsible for representing the company and selling its products and services in an assigned territory with limited supervision. Stays abreast of latest sales developments and contributes to the functional strategy by applying this in the organisation. May assist in forecasting business and market needs and may well operate on a multi-country basis. Will often assist in training or recruiting. ALTERNATIVELY, may be considered as a first line manager who is responsible for short term action plans and will have personal sales targets.

SL1540  Sales Representative (PRO) - Global Grade Level 11  
Alternative Job Titles: Sales Engineer, Sales Executive  
Reporting to: Sales Manager  
Experience: At least 2 years relevant experience  
Professional responsible for an assigned territory. Maintains knowledge of and reports on new developments in the market place, especially with regard to accounts and prospects. Contributes to the improvement of sales processes and workflow (policy development). Ensures customer satisfaction including prompt dealing with customer complaints or concerns. Would not deal with difficult or major clients/prospects, but may get involved in coaching new recruits.

SL1550  Junior Sales Representative (PRO) - Global Grade Level 9  
Alternative Job Titles: Trainee Sales Representative, Junior Sales Engineer, Junior Sales Executive  
Reporting to: Sales Manager  
Experience: At least one year of experience  
Developing Professional at junior/trainee level. Would be expected to deal with small to medium sized customers independently.
Choose the job family

- Administration/Corporate Services
- Customer Services
- Engineering
- Finance
- General Management
- Human Resources
- Information Technology

- Logistics & Purchasing
- Manual Workers
- Marketing/Business Development
- Manufacturing
- Quality Management
- Research & Development
- Sales
Identify the position

- Typically 5 elements in Watson Wyatt descriptions:
  - Job titles
    - Helpful, but should not drive the matching
  - Capsule description
    - Will provide an idea of job content (elements of the job), but not necessarily of the level of the job
  - Reports to
    - Helps put job into organisational context
  - Alternative titles, years of experience
    - Helpful, but should not drive the matching
Choose the level

Common mistakes:

- “It’s the highest position in the company for this function, it must be at the top of the family then”
- “I’ll put it as a director so that I can put this other person as a manager”
- “It’s between ‘professional’ and ‘middle management’, so just in case I’ll say ‘middle management’”
Choose the level

- Elements to consider:
  - **Employee category**, included in brackets (Top and Middle management, professional, etc.)
  - **Global Grade** (will give a sense of level)
  - **Capsule definition**
    - Will describe the job around some of the Global Grading factors:
      - Functional Knowledge
      - Business Expertise
      - Leadership
      - Problem Solving
      - Nature of Impact
      - Area of Impact
      - Interpersonal Skills
    - Sometimes also includes indication of experience required
6 Typical Levels

- General Management (GM) GG 16 - 21
- Top Management (Heads of) (TM) GG 16 - 21
- Middle Management (MM) GG 14 - 16
- Professionals (PRO) GG 9 - 13
- Other General Salaried Staff (OGSS) GG 4 - 9
- Manual Workers (MW) GG 1 - 5
General Management (GM)

- The **most senior executive** position in the organisation directing the **full range** of functions in a territory or Business Unit.
- Provides leadership and **has overall direction and control** of the company's operations/divisions.
- Manages other managers.
- Responsible for **strategic long-range planning** and establishment of basic policy.
- **Size of role determined by Scope Data Matrix. Global Grade will set cap for organisation and provide a reference for jobs reporting into it.**
Top Management (TM)

- Executives who report directly to the General Management with a **full responsibility for major departments or functions**.
- Heads of Function
- Manages other managers
- Actively **participate in developing company policy** and work closely with General Management on **strategy**
- Grading directed by grading of GM/top position
Middle Management (MM)

- Executives who either report directly to the General Management but are not regarded as the top level of management, or
- Alternatively report directly or indirectly to department heads or heads of function (either in country or remotely at region/corporate level).
- Position with full management status.
- Manages non-managerial staff
- Engaged in medium term, operational management
Professionals (PRO)

- Personnel who either through a specific qualification or a level of skill/competence in particular discipline are considered as experts in their field.
- From Entry Level to Strategic (subject matter expert)
- Positions with supervisory responsibility which are not regarded as having full management status belong to this level.
- From first level supervision to Group Supervisor
Other General Salaried Staff (OGSS)

- White collar personnel employed directly by an organisation, either in the office environment or in the field.
- Involved in Administration/Technical activities
- Typically eligible for overtime
Manual Workers (MW)

- Blue collar personnel employed in a plant/factory environment. Levels can vary from unskilled to highly skilled.
- Typically eligible for overtime
Using Modifiers

- Besides survey benchmarks, the CompITE survey also allows for the usage of modifiers (+, -)
- Modifiers add flexibility to the descriptions in order to:
  - Reflect smaller or larger position responsibilities
  - Grade gaps in the survey career ladder

LG0000 Distribution/Logistics Director (TM) - Global Grade Level 16
Alternative Job Titles: Head of Distribution/Logistics, Head of Operations/Manufacturing Director
Reporting to: General Manager or equivalent
Responsible for the overall control of the movement of materials and products within and outside the company and/or directs and controls a range of activities such as buying, warehousing, distribution and transport, materials planning and inventory control. Plays a key role in setting company strategy in order to ensure the cost-effective flow of materials.

**Modifier **`+'**:
Overall control of the logistics international function or of a large scale operation including purchasing.

**Modifier **`-'**:
Overall control of the logistics function in a division or small company. Subcontractors carry out one or more functions.
Using Modifiers

Modifiers are most useful

- When the overall size/complexity of the organization impacts the role (GM, TM)
- When several internal roles span a single WW benchmark
- When there are gaps within the survey career ladder

Modifiers are not useful

- In WW career ladders where no Global Grade gaps exist (ex: Consulting)
- In bridging differences in employee categories

Remember: modifiers are meant to provide small adjustments
Remember …

- **Matching** against Benchmark Job Description is **not** a science
- **Methodology** plays an important role
- Not all levels are necessarily covered in Benchmark Surveys
- **Question:** Matching Job or Person?
  - **Answer:** A JOB!
- **80% rule:** if your job is less then 80% comparable, do not use the match
- **WHEN IN DOUBT, LEAVE IT OUT!**
Companies have increasingly developed links & correlations between themselves and the market surveys they use in order to:

- Help ensure quality job matching
- Establish an easy « read across » when using survey output
- Give transparency when line management gets involved
- Create medium/long-term efficiencies
Links Between Watson Wyatt and Internal Levelling systems

- Established over several years of cooperation
- Developed based on empirical observation as well as competency matching
- Repeatedly verified through practical use and vis-à-vis other survey structures (ie: Insite)
- Mapping established in two ways:
  - Levels
  - Job Families