

# 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.

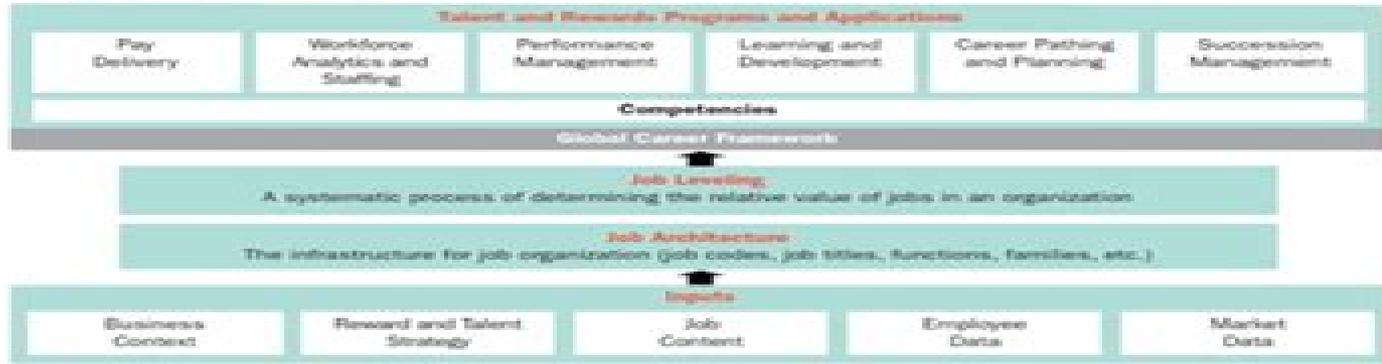
Job leveling also addresses business needs ranging from attraction, engagement and retention of key talent, to cost and risk management, to governance. The key benefits of job leveling for your organization include:

- 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



# Job Leveling Global Grading System Ggs And Career Map

**Michael Armstrong**



## **Job Leveling Global Grading System Ggs And Career Map:**

*Valuing Roles* Michael Armstrong, 2008-02-03 *Valuing Roles* gives you practical advice on how to determine employee worth as well as how to structure and implement approaches that recognize it. The book highlights the benefits and risks of the different approaches your organization can use, putting job evaluation into perspective and demonstrating how it links to other people pay related processes, systems and policies, ensuring a transparent framework for talent management. Written by two highly experienced practitioners, Michael Armstrong and Ann Cummins, the book thoroughly examines the why and how behind the concept, giving you advice and techniques to help you to measure the relative value of people, a practical methodology for ensuring fair and equitable outcomes at all levels in your organization, and highly topical coverage of critical issues including equal pay and market pricing. *Valuing Roles* uses the latest research on this hugely important topic, including an analysis of a 2007 job evaluation survey carried out by e reward. The theory is supported by a wide range of international case studies, as well as checklists, templates and flowcharts to help you determine the relative worth of jobs or individuals in your organization.

## Enjoying the Track of Expression: An Emotional Symphony within **Job Leveling Global Grading System Ggs And Career Map**

In a world consumed by screens and the ceaseless chatter of quick interaction, the melodic elegance and emotional symphony produced by the published term often disappear into the background, eclipsed by the relentless noise and distractions that permeate our lives. However, nestled within the pages of **Job Leveling Global Grading System Ggs And Career Map** a marvelous literary prize filled with raw feelings, lies an immersive symphony waiting to be embraced. Crafted by an elegant composer of language, this captivating masterpiece conducts viewers on a mental trip, skillfully unraveling the concealed melodies and profound affect resonating within each cautiously constructed phrase. Within the depths of the moving review, we can investigate the book's main harmonies, analyze its enthralling publishing fashion, and submit ourselves to the profound resonance that echoes in the depths of readers' souls.

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