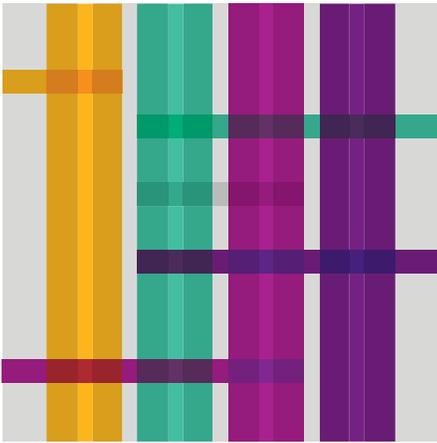


Transform the present.
Redefine the future.

Job leveling solutions



Technology, digital media and robotics are transforming work and jobs. The employee-employer relationship is changing; the nature of work and the concept of a “job” are changing, and employers are having to rethink the way they organize work and the business itself. All of which have profound implications for job leveling and job architecture.

Regardless of the current job leveling and job architecture landscape in your organization, Willis Towers Watson can review, update and integrate existing solutions into an optimized approach or develop a new solution from the ground up:

- 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 rewards and talent management programs, including:

- Compensation and benefits (including base pay, and short- and long-term incentives)
- Performance management
- Development and career management

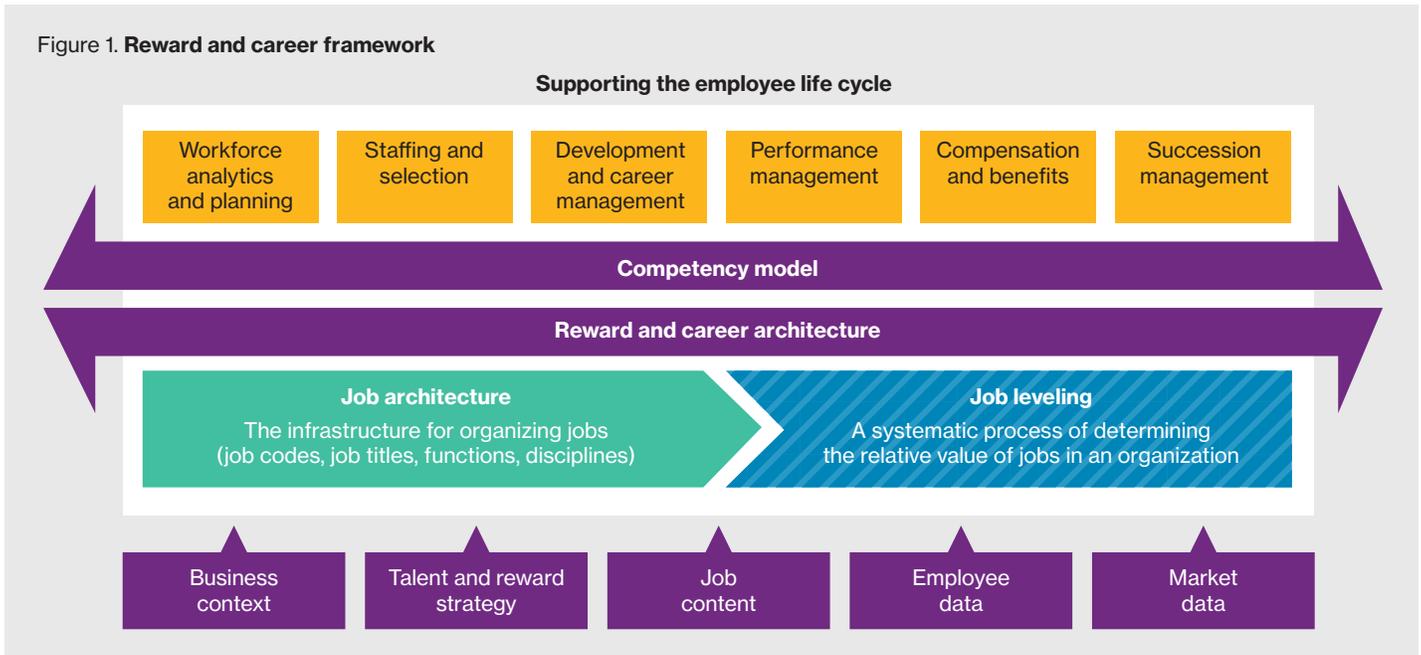
- Workforce analytics and planning
- Succession management
- Staffing and selection

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 helps organizations address business needs ranging from attraction, engagement and retention of key talent, to cost and risk management, to governance of reward program delivery. The key benefits of job leveling for your organization include:

- A reward and career framework that aligns with business needs and strategy (*Figure 1, page 2*)
- A common language to describe career paths, job requirements and performance expectations
- A foundation to support linkages to organizational and job family competencies
- A consistent mapping of jobs to external market data
- A cost-efficient approach to talent management and reward program design and delivery
- A mechanism to help ensure internal equity

Figure 1. **Reward and career framework**



Our 2016 Global Talent Management and Rewards Study reveals that companies that have defined job levels reflecting a common definition of internal job contribution across the organization based on a formal job evaluation methodology are more likely to report:

- They are **effective at providing traditional career advancement opportunities** to employees and also positioning career growth opportunities **beyond traditional career advancement** concepts to enhance skills and gain experiences.
- Their performance management process is **effective at driving high performance** across the workforce and also **creating a positive employee experience**.



Global Grading System

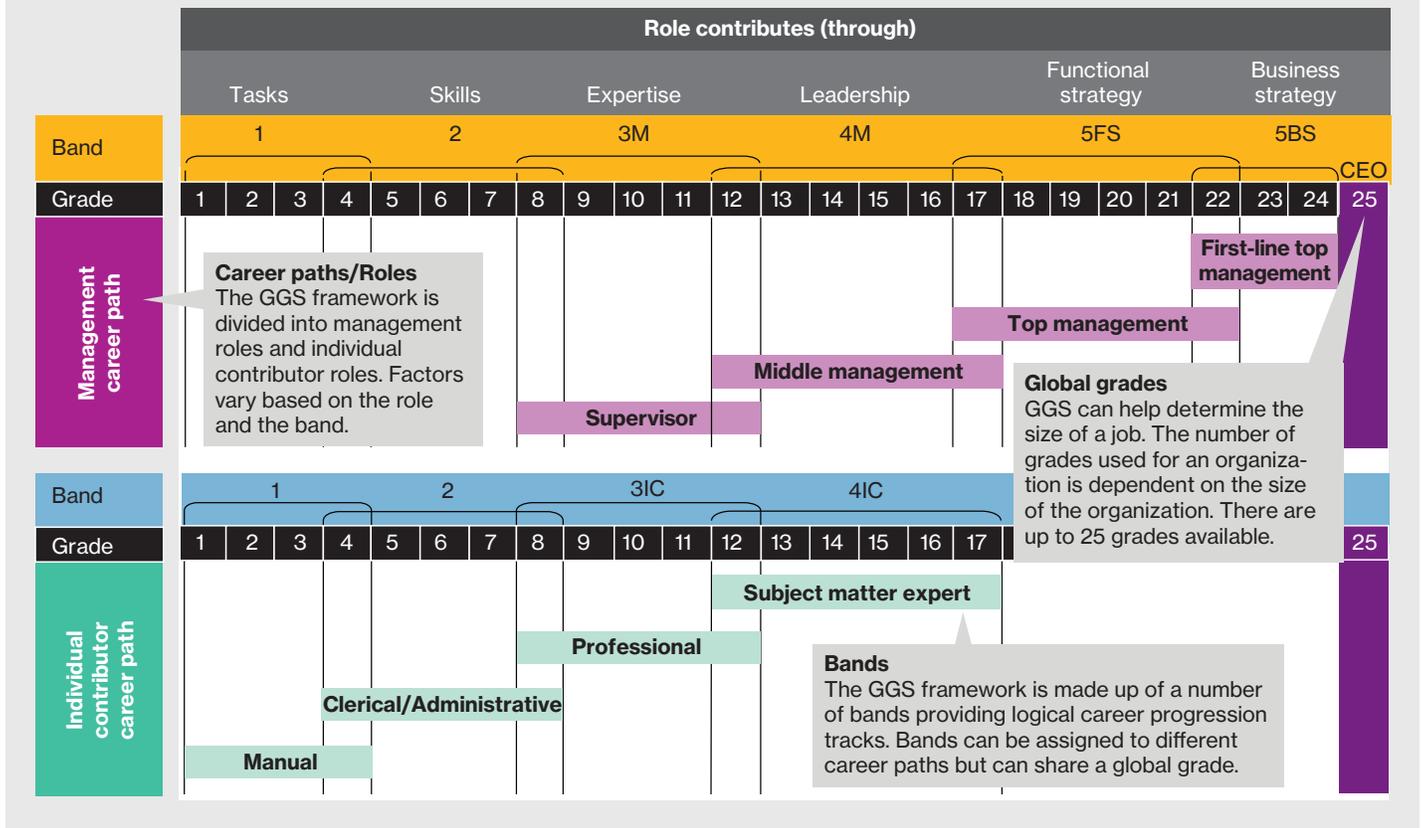
The Willis Towers Watson Global Grading System (GGS) is a job leveling methodology used to determine internal job levels based on the analysis of factors that are universally applicable and proven to recognize real differentiation in job size (Figure 2). GGS accommodates organizations of all sizes and uses an organization's revenue size, head count, diversity, 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.
- Grading assesses jobs against standard factors.

Why use Willis Towers Watson GGS methodology?

- Provides an easy-to-use solution underpinned by a robust and analytical methodology
- Allows an internally consistent and transparent view of roles across functions and geographies
- Recognizes multiple career paths
- Culturally neutral, applicable worldwide
- Supported by state-of-the-art, cloud-based software

Figure 2. Global Grading System



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 (Figure 3). It provides a methodology to map jobs into a set of established career bands and levels to form the foundation for a reward and career framework.

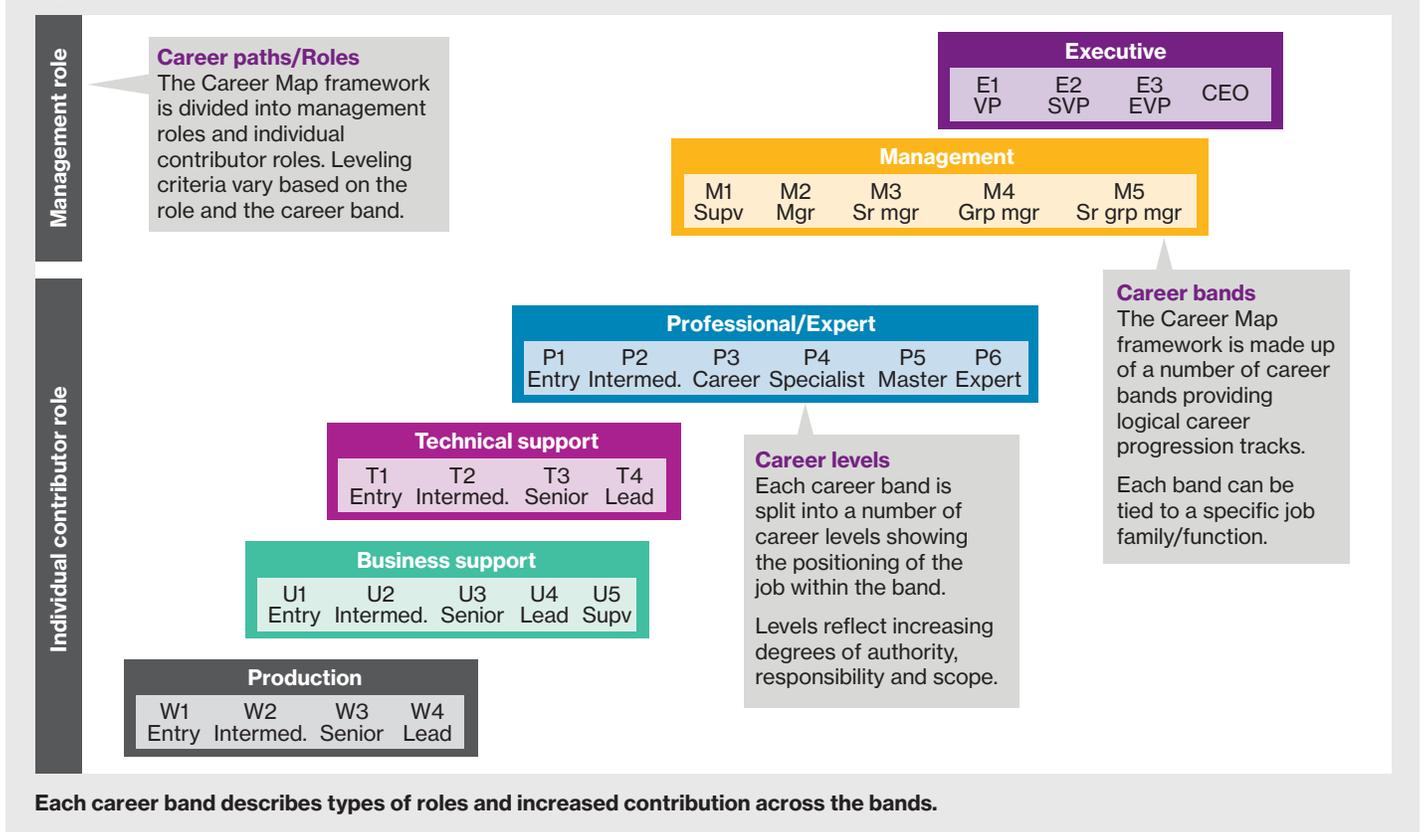
Career Map clarifies the growth in jobs from one level to another based on responsibilities, scope, impact, required skills and knowledge. The career bands, criteria, levels and language contained in the baseline framework can be customized to accommodate your specific organizational requirements, including the development of job functions and families.

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.

Why use Willis Towers Watson Career Map framework?

- Defines the natural development of people in an organization while supporting business objectives
- Clarifies responsibilities from one level to another
- Creates an internal platform for determining job value
- Organizes work opportunities from an employee perspective
- Creates a framework for a wide range of HR applications including compensation and talent management

Figure 3. Career Map



Find out how you could benefit by making the switch to an **optimized job leveling and job architecture solution.**



A bespoke and integrated solution

There is no one job leveling or job architecture solution that will suit all organizations. We blend elements of existing programs with the latest thinking, our established methodologies, and leading-edge user-friendly software to deliver job leveling and job architecture solutions that meet your specific needs. Our job leveling and job architecture solutions work seamlessly to provide the framework you need for analyzing, planning and managing your reward and career programs.



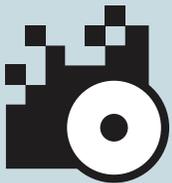
The support you need

Regardless of whatever job leveling and job architecture solution you choose, you'll have peace of mind knowing that you are backed by Willis Towers Watson experts in rewards, talent, HR software, communications and change management.



A data-driven solution

Our job leveling and job architecture solutions align to the largest source of compensation data in the world, helping you make decisions based on fact rather than extrapolation or interpolation.



Market-leading software

Our solutions are underpinned by a range of software, which can be used on a stand-alone or integrated basis. This gives us the flexibility to deliver solutions that are right for you today and that have the capability of growing to meet your future needs.



Willis Towers Watson HR Software and data

Willis Towers Watson offers the only HR software products built on more than 100 years of experience solving the most complex HR issues for the world's largest companies (Figure 4).

Willis Towers Watson HR Software supports your job leveling process

Willis Towers Watson Compensation Software

Compensation management is about striking the right balance. Willis Towers Watson Compensation Software helps companies design, build and manage an effective compensation structure that places total compensation within the context of performance, market benchmarks

and systemwide equity. The job leveling module within Compensation Software facilitates the process. Imagine having your market data, your employee data, and your job architecture and leveling in one integrated solution.

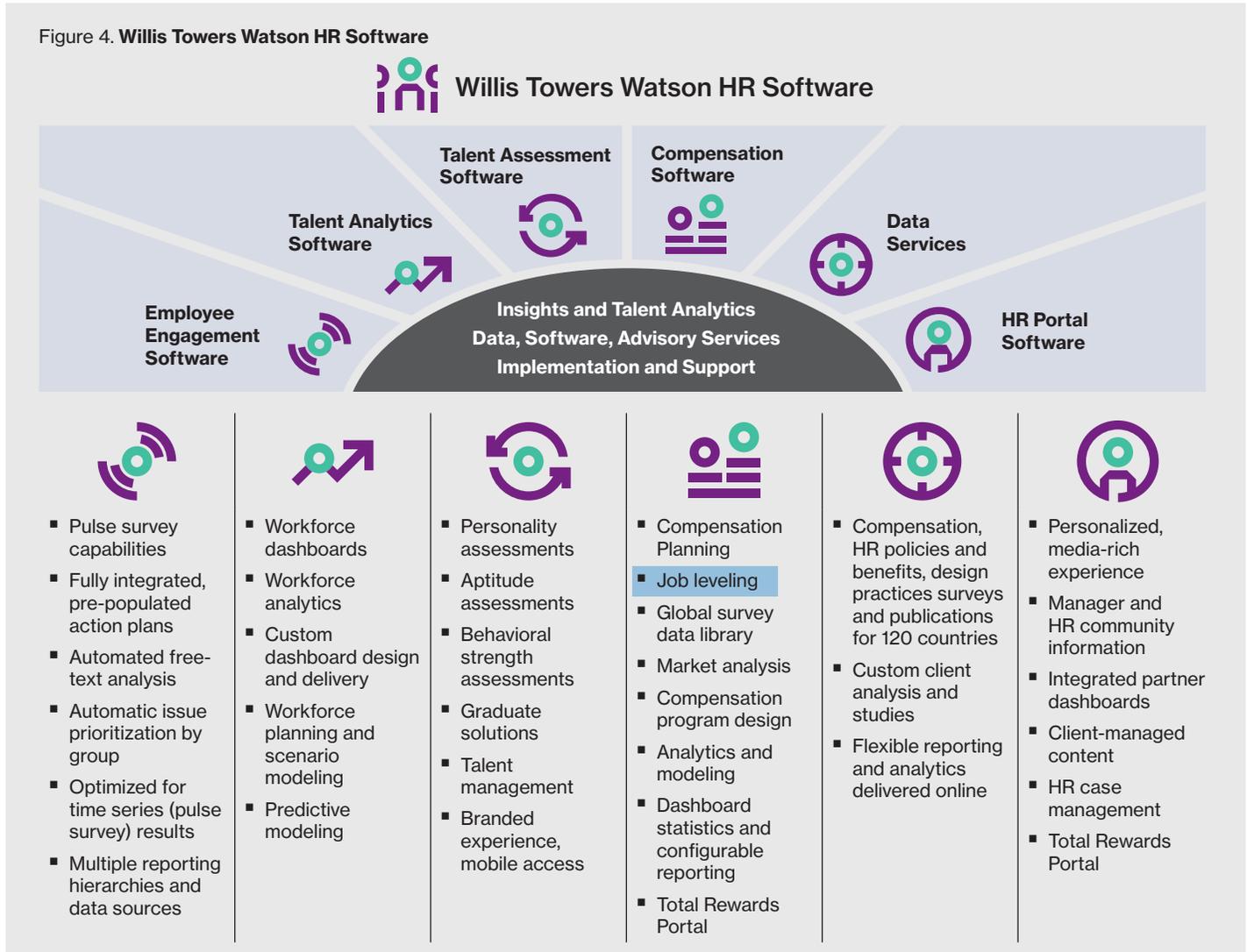
That's the Willis Towers Watson Difference.

Key features

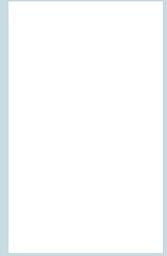
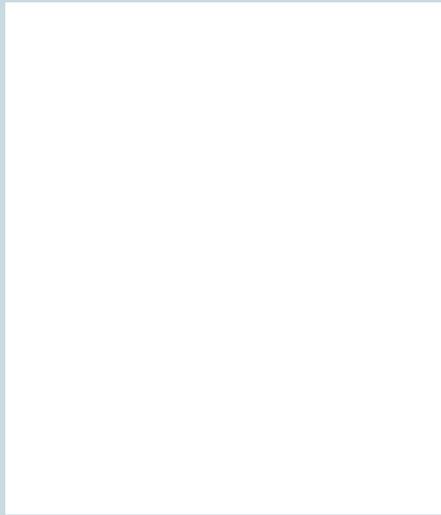
- Compensation data
- Compensation management
- Job leveling
- Compensation reporting
- Total Rewards statements

Determine the value of jobs across an organization to achieve a consistent compensation structure and establish a foundation for effective talent management.

Figure 4. Willis Towers Watson HR Software



Come explore with www.towerswatson.com/hrsoftware.



About Willis Towers Watson

Willis Towers Watson (NASDAQ: WLTW) is a leading global advisory, broking and solutions company that helps clients around the world turn risk into a path for growth. With roots dating to 1828, Willis Towers Watson has 39,000 employees in more than 120 countries. We design and deliver solutions that manage risk, optimize benefits, cultivate talent, and expand the power of capital to protect and strengthen institutions and individuals. Our unique perspective allows us to see the critical intersections between talent, assets and ideas – the dynamic formula that drives business performance. Together, we unlock potential. Learn more at willistowerswatson.com.