

Job levelling

Global Grading System (GGS) and Career Map

Towers Watson's systematic approach to job levelling helps organisations manage the opportunities and challenges of talent and reward programme 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 levelling

Job levelling is an analytical process that can determine the relative value of jobs in your organisation. It provides a foundation for reward and talent management programmes, including:

- Base pay.
- Short- and long-term incentives.
- Career management.
- Workforce planning.
- Succession planning.
- Learning and development.

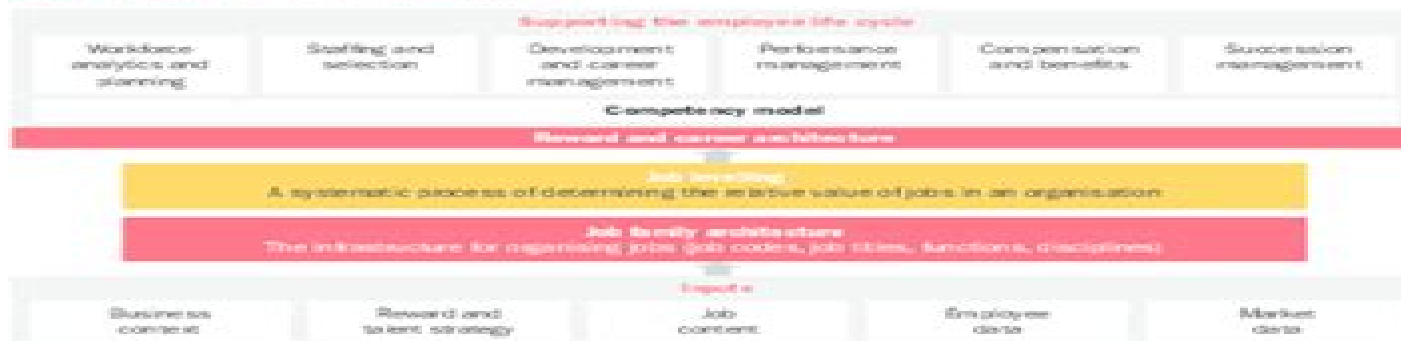
In combination, the delivery of these programmes through job levelling offers a flexible, adaptable means of communicating career paths, facilitating talent mobility and delivering competitive rewards.

Job levelling 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 levelling for your organisation 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 organisational and job-family competencies.
- Consistent mapping of jobs to external market data.
- Contributes to cost-efficient talent and reward programmes and delivery.
- Helps ensure internal equity.

Research indicates that organisations that implement globally consistent job levelling are up to two and a half times as likely to report more effective talent and reward programmes. These include performance management, competency models, and leadership assessment and development.

Figure 01: Reward and career framework



Towers Watson Job Evaluation And Grades

Daniel Hibbert



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Armstrong's Job Evaluation Handbook Michael Armstrong, 2018-04-03 Job evaluation is key to ensuring that employees are compensated fairly for their work. It is therefore essential that HR professionals have a robust process in place so that pay and reward are transparent and defensible within teams and across departments. Armstrong's Job Evaluation Handbook gives HR professionals all the tools they need to assess which approach to job evaluation is most suitable, how to implement it and how to maintain it. Packed with case studies from leading organizations such as Microsoft, Vodafone and the NHS, this guide will provide HR professionals with the ability to answer key questions such as: how can we decide what is fair to pay our staff? how can we make sure that work of equal value receives equal pay? and how can we make sure that our salaries remain competitive in the market? Armstrong's Job Evaluation Handbook covers everything needed to put effective job evaluation processes in place, including analytical matching and market pricing, developing job grades and defining pay structures. There is also coverage of the latest trends and issues in job evaluation, such as the decline in points-rated systems and the use of levelling by consultants. Underpinned by original research, this is a book that no HR department can afford to be without.

Valuing Roles Michael Armstrong, Ann Cummins, 2008 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.

Human Resource Management Ronan Carbery, Christine Cross, 2024-10-17 How does the wellbeing of Deliveroo drivers intersect with their work in the gig economy? Has the COVID-19 pandemic facilitated innovation or damaged our relationship with work? Should managers be able to track employees' productivity through digital software? This new edition of Human Resource Management tackles key questions from every area of HRM. With a clear, succinct style and integrated pedagogical activities, this book makes difficult concepts accessible and gives you the skills to think critically and independently about business. There is a strong focus on employability, with features such as HRM and Organizational Performance and HRM in Practice, helping you to put theory into practice for the modern workplace. This new edition has been thoroughly updated with developments in diversity and inclusion, digitalisation,

changes in work practices since COVID 19 and looking ahead to the future of work It takes a truly global approach with case studies from a huge range of countries and examples from diverse industries This brilliant introductory textbook is compulsory reading for undergraduate and postgraduate students studying HRM business and management as well as those on CIPD accredited courses New to this Edition Fully revised and updated learning features including coverage of cutting edge developments in The Contemporary Nature of HRM features and brand new case studies New international content to reflect our globalised interconnected world References to popular culture such as Gordon Ramsey s management style workplace stereotypes in Legally Blonde and what we can learn from Lana Del Ray s music career

Fundamentals of Human Resource Management Mary Gowan,2023-12-21 Fundamentals of Human Resource Management for Competitive Advantage delves into the essential principles and practices of human resource management with a focus on gaining a competitive edge in the modern business landscape A wide variety of learning tools in each chapter keeps students engaged and helps them bridge the gap between theoretical concepts and real world applications

Human Resource Management Robert N. Lussier,John R. Hendon,2025-06-17 Whether your students are HRM or general management majors Human Resource Management Functions Applications and Skill Development will help them develop the skills they need to recruit select train and develop talent A wide variety of applications and experiential exercises keep students engaged and help them see the relevance of HR as they learn competencies they can apply in their personal and professional lives In the updated Fifth Edition bestselling authors Robert N Lussier and John R Hendon explore the important strategic function HR plays in today s organization This text is offered in Sage Vantage an intuitive learning platform that integrates quality Sage textbook content with assignable multimedia activities and auto graded assessments to drive student engagement and ensure accountability Unparalleled in its ease of use and built for dynamic teaching and learning Vantage offers customizable LMS integration and best in class support Instructors see how Vantage works Take a brief self guided tour with our interactive demo

Thunder Cloud Daniel Hibbert,2017-08-04 The way businesses reward their employees needs to adapt for the digital age Jobs are changing fast and employees now expect more than just financial reward Reward is part of a complex eco system but is still managed as if it were predictable like a clock Because it depends on human behaviour it is often dark and volatile like a thunder cloud This book sets out a new way of thinking about reward It shows how financial reward can be integrated with the psychological rewards that employees get from their work It also shows how reward should be connected with talent management and used to engage with employees When this is done business performance improves and the thunder cloud disappears

Human Resource Management Robert N. Lussier,John R. Hendon,2025-07-08 Whether your students are HRM or general management majors Human Resource Management will help them develop the skills they need to recruit select train and develop talent In the updated Fifth Edition bestselling authors Robert N Lussier and John R Hendon explore the important strategic function HR plays in today s organization

The

WorldatWork Handbook of Compensation, Benefits and Total Rewards WorldatWork,2007-05-04 Praise for The WorldatWork Handbook of Compensation Benefits Total Rewards This is the definitive guide to compensation and benefits for modern HR professionals who must attract motivate and retain quality employees Technical enough for specialists but broad in scope for generalists this well rounded resource belongs on the desk of every recruiter and HR executive An indispensable tool for understanding and implementing the total rewards concept the WorldatWork Handbook of Compensation Benefits and Total Rewards is the key to designing compensation practices that ensure organizational success Coverage includes Why the total rewards strategy works Developing the components of a total rewards program Common ways a total rewards program can go wrong Designing and implementing a total rewards program Communicating the total rewards vision Developing a compensation philosophy and package FLSA and other laws that affect compensation Determining and setting competitive salary levels And much more Fundamentals of Human Resource Management Susan L. Verhulst,David A. DeCenzo,2024-09-24 Build the foundational knowledge and skills needed to succeed in the quickly evolving environment of HR updated with new content designed to strengthen student comprehension and engagement Fully revised and updated with input from practicing HR professionals and teaching faculty Fundamentals of Human Resource Management provides a concise and student friendly introduction to the field of Human Resource Management HRM Now in its fifteenth edition this popular undergraduate textbook offers thorough coverage of all key topics and competencies recommended by the Society of Human Resource Management SHRM and the Human Resource Certification Institute HRCI With an engaging and relatable narrative style Fundamentals of Human Resource Management guides students through essential HRM topics such as human resource functions employee relations talent acquisition training and development health and safety performance management strategy and planning legal and regulatory considerations and more Each chapter is filled with illustrative examples and hands on activities based on current and emerging issues in the HR world Acclaimed for its focused systematic and practical approach Fundamentals of Human Resource Management Fifteenth Edition remains an ideal textbook for undergraduate courses on core HRM concepts **Fundamentals of Human Resource Management** Susan L. Verhulst,David A. DeCenzo,2021-09-22 Fully revised and updated with input from practicing HR professionals Fundamentals of Human Resource Management 14th Edition provides students with a concise yet thorough introduction to the quickly evolving world of Human Resource Management HR This conversational and engaging text is designed to enhance online and distance learning and covers nearly all topics and competencies recommended by Society of Human Resource Management SHRM and Human Resource Certification Institute HRCI including human resource functions strategy planning legal context employee relations talent acquisition training and development performance management total rewards health safety and labor relations Every chapter is filled with real world examples and activities based on current and emerging issues designed to strengthen student comprehension and increase

student engagement **Human Resource Management** Mary Gowan, Beverly J. DeMarr, Jannifer David, 2024-01-11
 Formerly published by Chicago Business Press now published by Sage Human Resource Management Managing Employees for Competitive Advantage Fifth Edition offers a strategic framework applicable across large and small organizations to efficiently recognize and empower the right talent in a rapidly evolving business environment Written in an accessible and engaging manner authors Mary Gowan Beverly DeMarr and Jannifer David enable students to learn about the various practices and tools that can be used for effective employee management as well as how to leverage them in different situations This title is accompanied by a complete teaching and learning package Learning Platform Courseware Sage Vantage is an intuitive learning platform that integrates quality Sage textbook content with assignable multimedia activities and auto graded assessments to drive student engagement and ensure accountability Unparalleled in its ease of use and built for dynamic teaching and learning Vantage offers customizable LMS integration and best in class support It s a learning platform you and your students will actually love Assignable Video with Assessment Assignable video available in Sage Vantage is tied to learning objectives and curated exclusively for this text to bring concepts to life LMS Cartridge Import this title s instructor resources into your school s learning management system LMS and save time Don t use an LMS You can still access all of the same online resources for this title via the password protected Instructor Resource Site **Human Resource Management** R. C. Sharma, Nipun Sharma, 2024-09-30 This textbook introduces readers to an array of concepts and current practices of human resource management HRM It provides an understanding of the current problems in the area that require pragmatic research and realistic solutions Using a blend of diverse concepts theories tools and techniques the book discusses contemporary practices of HRM and the challenges related to acquiring and training people human resource development compensation and reward employee relations technological changes HR records audit research and more Supported by the authors rich experience of over five decades in academics as well as in the corporate sector and case studies the book will enhance conceptual understanding of HRM throw light on recent developments in this subject area and offer management strategies for problems and challenges related to human resources This book will be an essential textbook for students professionals corporate trainers and researchers of business studies management studies marketing human resource management resource management work and organisational psychology human resource development risk management economics and finance **Performance Management** Madhu Arora, Poonam Khurana, Sonam Choiden, 2020-10-05 The entrance of fast paced technology into the workplace necessitates a proper re look into performance management whether it is in education marketing finance or information technology Maintaining happiness and wellbeing despite the pressure of performance at work is a serious challenge Happiness is not only important for work performance but also for the physical and mental health of human beings This book provides different concepts theories and methods to better understand the relationship between performance and happiness in the context of work in this information and technology

era Various domains of performance management are covered in the context of management and information technology including topics related to the performance of digital wallets from the customer's point of view evaluating the sustainability of micro finance institutions challenges in employee retention problems the workforce faces in IT and management dimensions of happiness for women in the workplace the role of happiness in building a meaningful life and the quality of work life The findings are useful for practical applications in management and business scenarios They also provide informative insights for researchers academicians industry professionals and scholars *Employee Reward* Michael Armstrong, 1996 Covers the learning outcomes from the employee reward professional standards introduced by the Institute of Personnel and Development in 1996 Focuses on the various processes present in reward systems covering aspects such as how to evaluate price and analyse jobs and roles while ensuring competitiveness and equal pay for equal value how to integrate reward with performance management or how to determine the right level of benefits allowances and pensions

Human Resource Practice Fiona Whiting, Malcolm Martin, 2020-10-03 Human Resource Practice is a practical and accessible guide for students and anyone looking to gain a thorough understanding of HR and is the definitive text for the CIPD's Level 3 Foundation Certificate in HR Practice This book covers all the core areas of HR including recruitment and selection performance management reward and learning and development L D It also provides students with the broader coverage of the business environment that they need to succeed including topics such as change management organisational context and the legal background to employment This fully updated 8th edition of Human Resource Practice now includes new coverage of the changing nature and demographic of the workforce the continuing impact of technology and new developments that may be used There is also coverage of the importance of data and people analytics to HR as well as an enhanced final chapter which includes additional material on working in a team influencing skills and the importance of empathy resilience and emotional intelligence Reflective activities case studies and explore further boxes throughout encourage students to think critically about the content and understand how it applies in practice in the workplace Online resources include an instructor's manual lecture slides and annotated web links *Thirtieth Report on Senior Salaries 2008* Great Britain. Review Body on Senior Salaries, 2008 The Senior Salaries Review Body's remit now covers certain senior managers in the National Health Service as well as leaders in the law the armed forces and the Civil Service The Body detects signs that the pay of these groups is falling increasingly behind that of comparable groups in the wider public and private sectors and that is beginning to cause problems of recruitment retention and morale The increases proposed are moderate but the report stresses that it would be against the public interest in the longer term if the quality or performance of the state's senior managers and judges were to deteriorate *Employer Brand Management* Richard Mosley, 2014-08-21 Attract recruit and retain the very best with a strategic employer brand From one of the world's leading pioneers in the employer brand discipline and author of the first book on the subject *The Employer Brand* comes the long awaited practical

follow up Employer Brand Management Talented motivated employees are a company's best assets and the techniques in this book help attract recruit and retain the very best A successful employer brand reaches beyond the boardroom to establish confidence loyalty and enthusiasm all the way down the ladder Employer Brand Management gives readers a personal grasp of a new approach to people management It draws on significant advances in practices among leading companies to provide a handbook for employer brand development and implementation With a wide range of case studies and examples you'll be taken step by step through the employer brand development process You will find information on the latest developments in technology with particular attention paid to socially enabled recruitment marketing and employee communication and engagement You will Follow the process of brand planning definition implementation and application Discover how brand thinking can strengthen strategy and reinforce HR value Improve existing recruitment and talent management programs Learn the importance of employee engagement in the brand experience

Proceedings of the International Conference on Artificial Intelligence in Management for Business and Industrial Growth (AIMBIG 2025) Preeti Sharma, Sweta Pareek, Sourav Banerjee, 2025-12-16 This open access volume presents the select proceedings of International Conference on Artificial Intelligence in Management for Business and Industrial Growth AIMBIG 2025 It explores the transformative role of Artificial Intelligence AI in driving innovation and industrial growth across sectors like manufacturing supply chain finance and marketing It demonstrates how businesses can use AI for operational efficiency improved decision making and gaining a competitive edge Key topics include machine learning automation data analytics and AI driven business models featuring real world case studies of successful AI implementations in diverse industries Additionally the book discusses ethical challenges regulatory concerns and emerging trends This comprehensive guide will serve as a conference proceeding for the upcoming conference targeting professionals researchers and policymakers in AI driven business and industrial advancement

Manajemen Sumber Daya Manusia: Strategi, Proses dan Transformasi Dalam Organisasi Modern Nilawati Nasti, Ahmad Husin Lubis, 2025-08-15 Buku ini hadir sebagai respons akademik dan praktis atas tantangan pengelolaan sumber daya manusia di era disrupsi digital globalisasi serta perubahan struktur organisasi yang semakin dinamis Penulisan buku ini dilatarbelakangi oleh kebutuhan akan literatur manajemen sumber daya manusia yang tidak hanya menyampaikan konsep konsep dasar secara sistematis tetapi juga mengintegrasikan pendekatan strategis teknologi serta nilai-nilai humanistik yang menjadi pilar penting dalam pengelolaan karyawan modern Berbekal pengalaman penulis sebagai akademisi praktisi dan pendidik di bidang manajemen SDM buku ini disusun dengan memperhatikan keterpaduan antara teori dan implementasi di lapangan Isi buku ini mencakup seluruh spektrum penting dalam MSDM mulai dari perencanaan tenaga kerja rekrutmen dan seleksi pelatihan dan pengembangan manajemen kinerja sistem kompensasi hubungan kerja hingga tantangan digitalisasi SDM Disertai dengan pembahasan kasus-kasus terkini kutipan dari jurnal bereputasi serta refleksi terhadap praktik di institusi publik dan swasta buku ini diharapkan mampu memberikan pemahaman yang mendalam serta wawasan aplikatif

bagi para pembacanya Human Resources Management: Concepts, Methodologies, Tools, and Applications Management Association, Information Resources, 2012-05-31 Human resources management is essential for any workplace environment and is deemed most effective when a strategic focus is in place to ensure that people can facilitate that achievement of organizational goals But effective human resource management also contains an element of risk management for an organization which as a minimum ensures legislative compliance Human Resources Management Concepts Methodologies Tools and Applications compiles the most sought after case studies architectures frameworks methodologies and research related to human resources management Including over 100 chapters from professional this three volume collection presents an in depth analysis on the fundamental aspects tools and technologies methods and design applications managerial impact social behavioral perspectives critical issues and emerging trends in the field touching on effective and ineffective management practices when it comes to human resources This multi volume work is vital and highly accessible across the hybrid domain of business and management essential for any library collection

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