Survey Job Matching Methodology

Survey Methodology

The Towers Watson survey methodology is an integrated process combining elements from each of our two proprietary leveling methodologies, Career Map and the Global Grading System (GGS). The combination yields a unique and systematic approach to matching jobs that encompasses the concept of career progression through Career Levels with differentiated job size as determined by Global Grades. See Leveling for further details.

- **Career Map** - The Towers Watson Career Level methodology is based on a series of Career Bands, each with a number of distinct Career Levels. Career Bands enable companies to structure work and jobs based on progressive levels of expected contribution. Career Levels represent discernible broad steps in a career progression, which are consistent across organizations. They reflect the normal market progression of jobs requiring higher levels of competence and knowledge as people advance in their careers.

- **Global Grading System** - The Towers Watson Global Grading System (GGS) measures the relative internal value of distinct jobs within a company according to specific dimensions and aligns those values with quantifiable differences in pay levels in the external marketplace. Global Grades, which are linked to organization size, reflect the impact of size on job scope at higher levels, thus enhancing data comparability across organizations of varied size. Global Grades create a single top-to-bottom framework to facilitate leveling and drive consistency across Career Bands, Functions and Disciplines. They provide the foundation, or underpinning, for both Executive Benchmarks and the broad-based Career Levels and define the start and end points of a career progression.

The integrated survey methodology enables participants to align jobs with both approaches to job leveling in a single process, which supports job match validation and helps provide globally consistent results. See Job Matching for details.

For purposes of Towers Watson surveys, multiple Career Bands have been identified. Within each of the Career Bands there are four to six Career Levels, which span six to eleven Global Grades. The following General Alignment Map of Global Grades to Career Levels provides an overview of how Global Grades align with Career Levels, without reflecting the impact of organization size.
NOTE: The job matching methodology presented here is for survey purposes only and is not a job evaluation process. Although this survey methodology is related to the Towers Watson Career Map and Global Grading methodologies, it may not align directly with specific client implementation of one of these leveling methodologies. Therefore it is critical to align your internal levels to the survey levels based on a careful review of the survey definitions to ensure proper job matching.

Matching Top Management Jobs

In the CSR Top Management Compensation Survey, positions are matched through benchmark titles and descriptions. The benchmark positions at the executive and senior management levels allow you to match your organization’s executives to a specific set of responsibilities, and then to differentiate between corporate and business unit responsibilities.

Matching Nonexecutive Jobs

Middle management, professional and support positions are matched by the following steps

**Step 1.** Align organization levels to survey levels and assign Career Bands and Career Levels to nonexecutive jobs; outside of North America Global Grades are also assigned to nonexecutive jobs.

**Step 2.** Match organization jobs to Functions and Disciplines.

Alternatively, to match your jobs using a benchmark approach, steps 1 and 2 can be reversed (i.e., match organization jobs to Functions and Disciplines and then determine the survey levels).
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Step 1. Assign Career Bands Career Levels to Nonexecutive Jobs

The Career Band is determined based on whether the job is:

- Supervisor/manager or individual contributor
- Sales or nonsales
- Professional or support
- Technical support, business support or production/manual labor

The following decision tree illustrates the process for identifying the appropriate Career Band. Career Band Summary Descriptions are included in the Leveling section of the Participant Guide.
### Career Level General Profiles (continued)

#### Business Support Career Band (U)

**U4 Lead (aligns with Global Grades 8 and 9)**
- Has developed expertise in a variety of work processes or activities typically developed through a combination of job-related training and considerable on-the-job experience
- Typically acts as a lead, coordinating the work of others, but not a supervisor
- Works autonomously within established procedures and practices
- Anticipates patterns and links; looks beyond the immediate problem to the wider implications
- Generates new and innovative solutions to complex problems

**Global Grade 9 Differentiators**
- Leads one or more teams in the performance of a variety of tasks that are often complex
- Spends a majority of working time performing the same work processes and activities as employees on team
- Analyzes complex problems and delivers solutions where precedent may not exist

**Global Grade 8 Differentiators**
- Leads a team in the performance of a variety of tasks that are often routine
- Spends most of working time performing the same work activities as employees on team
- Solves problems of a recurring nature

**U3 Senior (aligns with Global Grade 7)**
- Has developed specialized skills or is multi-skilled through job-related training and considerable on-the-job experience
- Completes work with a limited degree of supervision
- Likely to act as an informal resource for colleagues with less experience
- Identifies key issues and patterns from partial/conflicting data
- Takes a broad perspective to problems and spots new, less obvious solutions

**U2 Intermediate (aligns with Global Grade 6)**
- Has developed knowledge and skills through formal training or considerable work experience
- Entry level often for those with work experience in the skill area
- Works within established procedures with a moderate degree of supervision
- Identifies the problem and all relevant issues in straightforward situations, assesses each using standard procedures and makes sound decisions

**U1 Entry (aligns with Global Grades 4 and 5)**
- Entry level job with little or no prior relevant work experience
- Acquires basic skills to perform routine tasks
- Work is prescribed and completed with little autonomy
- Works with either close supervision or under clearly defined procedures

**Global Grade 5 Differentiators**
- Has limited prior relevant training or work experience
- Has limited discretion to vary from established procedures

**Global Grade 4 Differentiators**
- Has no prior relevant training or work experience
- Has no discretion to vary from established procedures
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Career Level General Profiles (continued)

Step 2. Match organization jobs to Functions and Disciplines

The Functions and Disciplines section of the Participant Guide identify the best match for the content and purpose of an organization's jobs.

Once the Function is identified, the Discipline that corresponds to the area of specialization is determined.

In each Function, one or more Disciplines are designated and defined as generalist/multidiscipline. Each Function has a generalist/multidiscipline code (Discipline suffix "000"), and some Functions have additional generalist/multidiscipline codes that apply to a subgroup of Disciplines within a Function.

The generalist/multidiscipline codes are used in the following circumstances:

- Incumbents perform more than one of the specialized Disciplines in the Function as part of their normal responsibilities, OR
- Managers are responsible for employees in more than one Discipline within that Function.

Each Function has a No Applicable Discipline code (Discipline suffix "999"). This code is used if the incumbent's specialization cannot be classified in any of the defined Disciplines or cannot be identified.

Once jobs are matched to Functions and Disciplines, Career Levels and Global Grade matches (outside of North America) are reviewed to ensure they are consistent across Functions.