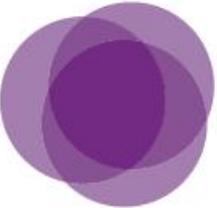


JobWise®



A Strategic Pay Solution

For use in data collection for the Vanuatu Remuneration Survey 2018.
See page 10 for instructions on aligning your organisation's roles to JobWise® for this survey.



Table of Contents

Job Mapping – an Overview	3
Making Sense of Job Worth	3
The JobWise® System	3
The JobWise® Framework	4
The Banding Model	5
The Career Pathways	5
Customer and Business Support Pathway	6
Operations Pathway	6
Technical / Specialist Pathway	7
Leadership Pathway	7
The JobWise® Banding Model	8
Strategic Pay JobWise® Band Allocation Instructions	10
Firstly:	10
Secondly	10
Detailed Job Levels	11
Customer and Business Support Pathway	11
Operations Pathway	13
Technical Specialist Pathway	15
Leadership Pathway	18
Why use Job Mapping in your Organisation?	21
Development of a Pay Structure	22
Notes	23

Disclaimer:

This document is strictly confidential and is for the use of Strategic Pay and associated organisations. No part may be copied, reproduced or supplied to other parties without the expressed written permission of Strategic Pay Limited.

© 2018 Strategic Pay Limited

Job Mapping – an Overview

MAKING SENSE OF JOB WORTH

Many organisations attempt to develop internally their own tools and processes of varying sophistication and rigour to answer the question “how do we determine the worth of a particular job?” In response to this question, remuneration specialists tend to favour one of two broad approaches:

- Points factor job evaluation, with its emphasis on the internal logic of job sizing based on set criteria and its focus primarily on internal relativity;
- Job matching (or benchmarking as it has become known), with its emphasis on external relativity based on the market logic of supply and demand.

Without debating the efficacy of either approach, one thing is clear – they can both be used to inform and underpin a usable pay structure. They simply represent different approaches to ascertaining what a job is worth.

Modern organisations are seeking greater added value from HR systems and processes. The silos created by conventional job evaluation and job matching systems are proving increasingly ineffective in dealing with the wider challenges confronting modern organisations. This is particularly true in managing employee expectations in rapidly changing workplaces where:

- jobs, roles and reporting lines are no longer static; and
- human resources specialists are expected to manage and align job design, recruitment, remuneration, performance, succession planning and employee development with business direction and strategic imperatives.

Remuneration structures are no longer just about money. Employers need to find new approaches to pay and rewards that consider career pathways and employee development.

THE JOBWISE® SYSTEM

Recognising the changing nature of today’s workplaces, and the emergence of analytical matching systems overseas as a viable and simpler approach to valuing roles, Strategic Pay has designed a simplified job sizing system. This is not a replacement for SP5® or SP10®, but an approach to job evaluation that retains the logic and analytical rigour of points factor approaches. It is also capable of yielding practical pay bands and allowing the “mapping” of jobs to career ladders across a range of broad job families (or career pathways).

The JobWise® job mapping tool is a direct response to the need identified by clients over a long period to look for common patterns in jobs at different levels within career pathways across different functions. There are identifiable profiles which map the inter-relationship between expertise, work complexity, scope of influence, problem solving and the requirement for interpersonal skills. These form the basis of the JobWise® job mapping architecture, charting the increasing requirement for greater levels of expertise and other criteria at different career levels.

JobWise® represents a unique approach to valuing roles:

- 1 JobWise® identifies and defines a series of levels of work that typically exist within an organisation. These are defined as “**bands**”. Bands are a means of grouping roles that are of a similar ‘job size’ and are therefore able to be treated similarly for pay purposes. This is sometimes called “**broad banding**”.
- 2 Jobs/roles are classified according to a range of “**career pathways**” – Customer and Business Support, Technical/ Specialist, Operations, and Leadership - each set out as a series of steps or **job levels**, with each level corresponding to a band.
- 3 The levels are described in terms of a range of job worth criteria – accountability, complexity, interpersonal skills, and expertise. The underlying job evaluation logic provides for **analytical matching** and can therefore be linked directly to Strategic Pay’s comprehensive remuneration database, drawing on both job size as well as job function comparisons.

The JobWise® Framework



SALARY BANDS

A banded pay structure that can be linked directly to market data from benchmark job and job evaluated surveys. Each pathway may have strategy and salary bands.

CAREER PATHWAYS

Language ladders that set out the hierarchy of roles across broad functional areas. Each of the ladders is defined in terms of levels that define the nature of work and its associated competency and skill requirements.

JOB LEVELS

Identifiable profiles that map the inter-relationship between expertise, work complexity, impact and scope.

Data collection for the Vanuatu remuneration survey requires each job in your organisation to be placed into 1 of the 28 pathway levels shown above – how this is done is explained on the following pages.

THE BANDING MODEL

The JobWise® job sizing and placement tool is designed to clarify role expectations at different levels and confirm placement within 'bands'. Banding systems are designed to group roles of similar size for salary management purposes. The emphasis in broadbanding systems lies in understanding the similarities between jobs rather than the differences.

The 12 generic JobWise® bands (labelled A to L) represent an alternative to the narrow banding system that form the sizing output of the SP5® system. They are also a response to Strategic Pay's research on the job design, how organisations are structured, and patterns in the job evaluation scores assigned to jobs at different career levels. They have been well tested in client situations.

With the exception of Band A, which is Grade 4 only, the 12 bands each consist of two Strategic Pay grades. They are designed to reflect the outcomes of each of the Strategic Pay job evaluation systems (the grade boundaries having been predetermined and assigned). While narrow-band models tend to suit many small organisations, the two-grade banding model was a natural response to the move to broadbanding by many medium-large organisations seeking pay structures that allowed for flexibility and ease of administration.

The bands and the various pathways within them are diagrammatically displayed on page 4. This shows the pathways, the levels, the bands and the range of SP10® points and Strategic Pay Grades that inform each band.

THE CAREER PATHWAYS

JobWise® is a job sizing tool which enables organisations to analyse and size jobs in one of four standard **Career Pathways**:

- Customer and Business Support;
- Operations;
- Technical/ Specialist; and
- Leadership.

The career pathways are the starting point for the process. They define the role orientation in the first instance, with progressive levels of role contribution and expectation determined subsequently. These are the **Job Levels** within the pathways and are aligned with the Bands.

Each level is defined around the problem-solving and interpersonal skills as well as the organisation setting and expertise required for effective performance. Each level has been informed and developed based on extensive experience gained through implementation of the Strategic Pay job evaluation systems.

Jobs are sized by being assigned a career pathway along with the most appropriate level based on the role profile and guidelines in the Detailed Job Levels set out in this manual.

In the event that roles do not fit neatly into an appropriate career pathway and job level, we recommend a formal job evaluation using SP10®, Strategic Pay's formal points factor job evaluation system.

CUSTOMER AND BUSINESS SUPPORT PATHWAY

The roles in this pathway perform a contributory role through undertaking defined duties and activities to support wider business goals, applying basic to more advanced levels of skills and following standard procedures to meet work goals. While the duties covered by such roles may be diverse, they require similar levels of skill and mental effort. For the most part, these roles provide inputs into the outputs of other jobs. They are contributory.

There are six levels of Customer & Business Support jobs:

S1 – Task Support

S2 – Office Support

S3 – Administration/ Customer Support

S4 – Technical Admin/ Customer Focus

S5 – Specialised Admin/ Customer Focus

S6 – Senior Specialised Business Support

Example Jobs: Administrative Assistant, Cleaner, Data Entry Operator, Help Desk Officer, Library Assistant, Project Assistant, Receptionist

Not all of the levels S1-S6 will necessarily be present in any given organisation. This will depend on the size of the organisation, the way it is structured and the way individual jobs are designed.

OPERATIONS PATHWAY

The roles in this pathway perform technical tasks and activities to support business operations, applying basic to more advanced levels of skills and following standard procedures to meet work goals. While the duties covered by such roles may be diverse, they require similar levels of skill and mental effort. These are technical roles, often requiring manual dexterity, typically based on trades or certificate level qualifications or equivalent expertise based on years of experience.

There are six levels of Operations jobs:

O1 – Manual Labour 1

O2 – Manual Labour 2

O3 – Trades 1

O4 – Trades 2

O5 – Technician 1

O6 – Technician 2

Example Jobs: Labourer, Factory worker, Trades Assistant, Gardener, Tradesman, Plant Operator, Mechanic, Electrician, Laboratory Technician, Instrument Technician.

Not all of the levels O1-O6 will necessarily be present in any given organisation. This will depend on the size of the organisation, the way it is structured and the way individual jobs are designed.

TECHNICAL / SPECIALIST PATHWAY

The roles in this pathway provide the organisation's technical outputs. They are primarily knowledge-based roles requiring the application of specialist technical, scholastic and/or research skills, theories and principles to analyse and interpret information, resolve both concrete and abstract problems, and formulate solutions. This knowledge will typically be derived from Diploma, and/or one or more university degrees.

There are seven levels of Technical/ Specialist jobs:

- T1** – Technical Support
- T2** – Technician/ Entry Level Specialist
- T3** – First Level Specialist
- T4** – Mid-level Specialist
- T5** – Senior Specialist
- T6** – Advanced Specialist
- T7** – Leading Expert

Example Jobs: Accountant, Advisor/Analyst, Doctor, Engineer, Human Resources Advisor, IT Specialist, Lawyer, Planner, Scientist

Not all of the levels T1-T7 will necessarily be present in any given organisation. This will depend on the size of the organisation, the way it is structured and the way individual jobs are designed.

LEADERSHIP PATHWAY

The roles in this pathway are accountable for the work and performance of others as supervisors and managers. They will be accountable for issues such as role definition, recruitment, staff performance, training and development. They may have input to decisions around promotion and remuneration. Management roles at higher levels within this pathway may also have accountability for expenditure budgets and the authority to enter into agreements or contracts on behalf of the organisation.

There are 9 levels of Leadership jobs:

- L1** – Leading Hand
- L2** – Working Supervisor
- L3** – Supervisor I
- L4** – Supervisor II
- L5** – Team Leader
- L6** – Team Manager
- L7** – Section Leader
- L8** – Function Manager
- L9** – Senior Manager

Not all of the levels L1-L9 will necessarily be present in any given organisation. This will depend on the size of the organisation, the way it is structured and the way individual jobs are designed.

NOTE: When the wording says Small, Medium or Large organisation, use the following generalised definitions:

Small - Less than VT100 Million and/or fewer than 50 employees;

Medium – VT100 Million to VT425 Million and/or 50 to 200 employees;

Large - Greater than VT425 Million and/or more than 200 employees

Dollar values are in VT and relate to annual revenue.

The JobWise® Banding Model

Generic Band	Customer & Business Support Pathway	Operations Pathway	Technical Specialist Pathway	Leadership Pathway
A	S1 Task Support Task-focused support roles where the work is limited to clearly defined tasks governed by simple rules and clear or detailed instructions.	O1 Manual Labour 1 Task-focused manual roles where the work is limited to clearly defined and straightforward tasks governed by simple rules or detailed instructions.		
B	S2 Office Support These are likely to be clerical or semi-skilled positions in support roles where accountability is limited to achievement of own day-to-day tasks, set and monitored by others. May also include customer-facing roles, routine tasks.	O2 Manual Labour 2 Unskilled or semi-skilled roles where accountability is limited to achievement of straightforward day-to-day tasks under close supervision in routine situations.		
C	S3 Administration/ Customer Support Process-focused administrative or support roles with accountability for own day-to-day tasks requiring knowledge of procedures and processes within a work area. This level may also include customer facing roles with varied transactions, explaining, resolving enquiries.	O3 Trades 1 Skilled or semi-skilled roles working more independently on a varied range of well defined tasks requiring a broader understanding of processes, procedures and work routines. May be required to operate machinery requiring proficiency.		
D	S4 Technical Admin/Customer Focus Technical administrative roles with accountability for results of and processes within portions of work or projects. Varied problems requiring judgment and interpretation within recognised patterns.	O4 Trades 2 Skilled trades or technical roles with accountability for results of and processes within portions of work or projects. Works under limited supervision performing moderately complex and varied tasks requiring judgment and interpretation.	T1 Technical Support Entry level technician or technical support roles with accountability for results of and processes within portions of work or projects. Varied problems requiring judgment and interpretation within recognised patterns.	L1 Leading Hand In addition to undertaking task-oriented/manual work at skilled operator or trades level, roles at this level are responsible for allocating work and close supervision of staff performing similar tasks. Generally such roles work alongside the staff supervised.
E	S5 Specialised Admin/Customer Focus Jobs at this level tend to be more self-directed. Accountable for a specialist area of administration for the organisation with measurable impact. Varied problems of moderate complexity, requiring judgment and interpretation and perhaps analysis and research.	O5 Technician 1 Specialist technical roles at advanced trades or certificate level accountable for moderately complex tasks with some impact on the work unit or wider organisation. Jobs at this level tend to involve more complex problem-solving, requiring judgment, interpretation and perhaps analysis and research.	T2 Technician/ Entry-level Specialist Jobs at this level are accountable for results of and processes within portions of work or projects or for providing specialised technical service in their own right. Varied problems requiring judgment and interpretation and perhaps analysis.	L2 Working Supervisor First level supervisory roles undertaking some of the same duties as those supervised in a working supervisor capacity. Ensures decisions of management are articulated and implemented. Responsible for scheduling, rosters, work allocation and monitoring, and performance reviews.
F	S6 Senior Specialised Business Support Accountability for a specialist area of admin or customer support, involving conflicting and diverse activities requiring high level of individual judgment. Problems of moderate scope and complexity requiring analytical and creative input, initiative and judgment.	O6 Technician 2 Specialist technical roles accountable for complex tasks requiring analytical and creative input, initiative, judgment, and elements of research. As senior technicians, jobs at this level assess, investigate, analyse and interpret information.	T3 First level Specialist First level of technical specialisation. Problems of moderate scope and complexity requiring analytical and creative input, initiative and judgment. Jobs at this level assess, investigate, analyse and interpret information.	L3 Supervisor I Supervisors at this level tend to be responsible for staff in task-focused roles. Likely to be responsible for budget. Emphasis on scheduling, work allocation and monitoring. Responsible for performance reviews and staff training.

Generic Band	Customer & Business Support Pathway	Operations Pathway	Technical Specialist Pathway	Leadership Pathway
G			<p>T4 Mid-level Specialist</p> <p>Jobs at this level are likely to provide independent specialised technical service requiring general application of practices, techniques, concepts and theoretical principles from the relevant discipline. They will develop solutions to a variety of problems of moderate scope and complexity.</p>	<p>L4 Supervisor II</p> <p>Supervisors at this level tend to be responsible for staff in process-focused or technical support roles. May be responsible for budgets. Emphasis on scheduling, work allocation and monitoring. Responsible for performance reviews and staff training.</p>
H			<p>T5 Senior Specialist</p> <p>Jobs at this level provide a specialised technical service, developing solutions to varied and complex problems. Analytical and creative reasoning required to explore alternative options and formulate solutions. Requires sound understanding of practices, techniques, concepts and theoretical principles from relevant discipline.</p>	<p>L5 Team Leader</p> <p>Team leaders at this level tend to fall into one of two types: either technical specialists with one or more assigned technical staff, or lower level specialists with a team of business or technical support staff. Planning, scheduling and monitoring work and associated budgets.</p>
I			<p>T6 Advanced Specialist</p> <p>Jobs at this level are likely to provide a specialised technical service at expert level, developing solutions to highly complex problems requiring a complete understanding of practices, techniques, concepts and theoretical principles from the relevant discipline.</p>	<p>L6 Team Manager</p> <p>Manages staff assigned to specified administrative, operational or technical roles who work independently as technical specialists. Ensures decisions of management are articulated and implemented. Manages and monitors work and associated budgets.</p>
J			<p>T7 Leading Expert</p> <p>Few stand-alone roles score at this level. They will be the organisation's most advanced specialists - the "subject matter experts" in a significant area of concern for the organisation. Jobholders in these roles will apply advanced specialised or technical principles, theories and concepts to resolve unusually complex technical problems.</p>	<p>L7 Section Leader</p> <p>Responsibility for managing a section or part of a division/department, where effective utilisation of staff is important and impact on stakeholder satisfaction is significant. Staff will include technical specialists and programme/ project roles, managed directly or through team leaders.</p>
K				<p>L8 Function Manager</p> <p>Leadership of a single function or aspect of a larger function where the impact on overall organisation end results is significant. Typically managing managers or team leaders with staff in technical/ specialist roles requiring high levels of expertise.</p>
L				<p>L9 Senior Manager</p> <p>Leadership of a single function or aspect of a larger function where the impact on overall organisation end results (political, strategic, and financial) is major and direct.</p>

Select the JobWise[®] code for each job in your organisation for entry into the survey data collection sheet as follows:

Firstly:

Select which “PATHWAY” the job fits within - this will either be:

- Customer and Business Support; or
- Operations; or
- Technical/ Specialist; or
- Leadership.

The definitions of these Pathways are on pages 6 and 7 to help with this selection.

Secondly:

Select which “LEVEL” the job fits into within the chosen Pathway - this will be:

- S1 to S6 (if you chose the Customer and Business Support Pathway); or
- O1 to O6 (if you chose the Operations Pathway); or
- T1 to T7 (if you chose the Technical/ Specialist Pathway); or
- L1 to L9 (if you chose the Leadership Pathway).

The Detailed Job Levels descriptions on pages 11 through 18, will help with this selection.

NOTE: When the wording says Small, Medium or Large organisation, use the following generalised definitions:

Small - Less than \$60 Million and/or less than 200 employees

Medium - \$60.1 Million to \$300 Million and/or 201 to 1,000 employees

Large - Greater than \$300.1 Million and/or more than 1,000 employees

Dollar values are in SBD and relate to annual revenue.

Detailed Job Levels

Customer and Business Support Pathway

	S1	S2	S3
Role Profile	<p>Task Support</p> <p>Task-focused support roles where the work is limited to clearly defined tasks governed by simple rules and clear or detailed instructions. Jobholders look to someone else or to clear instructions to solve the problem.</p> <p>Interpersonal skills limited to routine courtesy and politeness or to routine exchange of basic information on an individual basis or within a team approach in order to perform the duties of the job.</p> <p>Previous experience not essential, merely the expertise required for simple, closely prescribed manual tasks.</p>	<p>Office Support</p> <p>These are likely to be clerical or semi-skilled positions in support roles where accountability is limited to achievement of own day-to-day tasks set and monitored by others. Some individual judgment required to interpret rules and instructions.</p> <p>This level may also include customer facing roles characterised by routine transactions with customers including explanation of procedures or providing routine information.</p> <p>Interpersonal skills limited to routine courtesy and politeness or to routine exchange of basic information on an individual basis or within a team approach.</p> <p>Practical skills and on-the-job knowledge in order to perform a range of directed and more complex tasks under general supervision.</p>	<p>Administration/ Customer Support</p> <p>Process-focused administrative or support roles with accountability for own day-to-day tasks requiring knowledge of procedures and processes within a work area.</p> <p>This level may also include customer facing roles characterised by a varied range of transactions, explaining procedures/ requirements and resolving enquiries.</p> <p>Some judgment required to interpret procedures or resolve minor problems. Interpersonal skills for explaining things to people or understanding others in a customer service setting. Likely to require applied knowledge and skills, perhaps acquired through external study, to work in an independent manner. Jobholders would be expected to be familiar with and to administer/apply workplace procedures and processes to meet customer requirements.</p> <p><i>Keywords – processes, records, enters data, follows, refers.</i></p>
JobWise® level Grade / Band	<p>Band A</p> <p>Grade 4 117-144 points (SP10®)</p>	<p>Band B</p> <p>Grades 5-6 145-190 points (SP10®)</p>	<p>Band C</p> <p>Grades 7-8 191-235 points (SP10®)</p>
Typical Job Titles	Shelver, usher, casual waiter.	<p>Cafeteria assistant; office assistant; assembly line worker; teaperson.</p> <p>Telephonist; production operator; mail or filing officer; courier; lifeguard; junior clerk.</p>	<p>Cashier; clerk; accounts payable or receivable; data entry operator; receptionist (no other duties); counter officer; word processor.</p> <p>Administrator; customer service officer (first level enquiries); bank teller; technical support (low level); receptionist (with additional duties).</p>
Other Criteria	No prior experience required.	0-2 years previous experience for entry to the role.	2-4 years previous experience for entry to the role.

	S4		S5		S6	
Role Profile	<p>Technical Admin/Customer Focus</p> <p>Technical administrative or customer-focused roles with accountability for results of and processes within portions of work or projects. Varied problems requiring judgment and interpretation to interpret procedures, resolve minor problems. Freedom of action to make independent decisions with help from precedents and earlier solutions.</p> <p>Interpersonal skills for clarifying client/customer needs, relaying specialised or technical information, or resolving contract requirements or field problems.</p> <p>Requires expertise in a broader range of skills to level of high school leaving qualification or equivalent or acquired from extended on-job experience.</p> <p>Keywords – <i>administers, applies, schedules, assesses, updates, maintains database.</i></p>		<p>Specialised Admin/Customer Focus</p> <p>Jobs at this level tend to be more self-directed. Accountable for a specialist area of administration for the organisation with measurable impact. Varied problems of moderate complexity, requiring judgment and interpretation and perhaps analysis and research. Freedom of action to make independent decisions, with help from precedents and earlier solutions.</p> <p>Emphasis in internal and external relationships is likely to be on liaising, advising, and convincing others in order to reach mutual understanding and/or achieve outcomes.</p> <p>Expertise likely to be based on substantial on-the-job knowledge or qualification at undergraduate certificate or diploma level plus work-related experience.</p> <p>Keywords – <i>assesses, evaluates, devises, interprets.</i></p>		<p>Senior Specialised Business Support</p> <p>Accountability for a specialist area of administration for the organisation involving conflicting and diverse activities requiring high level of individual judgment. Problems of moderate scope and complexity requiring analytical and creative input, initiative and judgment. Jobs at this level assess, investigate, analyse and interpret information. Freedom of action to plan, schedule and arrange own activities under general direction within established policy and procedural guidelines.</p> <p>Emphasis in internal and external relationships is likely to be on liaising, gaining co-operation, convincing others, or explaining technical terms.</p> <p>Expertise likely to be based on qualification at diploma level plus work-related experience of a broad nature.</p> <p>Keywords – <i>assesses, analyses, evaluates, devises, researches, writes.</i></p>	
JobWise® level / Grade / Band	<p>Band D</p> <p>Grades 9-10 236-285 points (SP10®)</p>		<p>Band E</p> <p>Grades 11-12 286-334 points SP10®)</p>		<p>Band F</p> <p>Grades 13-14 335-394 points (SP10®)</p>	
Typical Job Titles	Admin assistant (elements of co-ordination); team secretary; customer service representative (service focus); accounting assistant.	Help desk technician; desktop publisher; PA/exec assistant (to senior manager); payroll officer; community support worker; admin “co-ordinator”.	Credit controller; office co-ordinator; executive assist to senior exec; purchasing officer; senior clerk; web content admin; accounting technician.	Contracts administrator; office supervisor/manager; project co-ordinator; project officer; housing officer.	Office manager; executive assistant to CEO (large organisation only); property officer; events co-ordinator.	Ministerial officer/advisor.
Other Criteria	5-6 years previous experience for entry to the role. Elements of co-ordination or greater task complexity than S3 roles. The expected level for technically-focussed admin/customer support roles.		Extended on-job experience required. Co-ordinating areas of business or customer support requiring stronger expertise to master work complexity or meet client needs.		Positions at this level will have a high degree of influence across almost all the organisation in order to achieve significant outcomes.	

Operations Pathway

	O1	O2	O3
Role Profile	<p>Manual Labour 1</p> <p>Task-focused manual roles where the work is limited to clearly defined and straightforward tasks governed by simple rules or detailed instructions.</p> <p>May include requirement to operate common, standard, single purpose equipment in a repetitive manner. Jobholders look to someone else or to clear instructions to solve problems.</p> <p>Courtesy and politeness required for exchange of basic information on an individual basis or within a team approach.</p> <p>Previous experience not essential. Ability to follow detailed instructions and the expertise required for simple, closely prescribed manual tasks.</p>	<p>Manual Labour 2</p> <p>Unskilled or semi-skilled roles where accountability is limited to achievement of straightforward day-to-day tasks under close supervision in routine situations.</p> <p>May operate hand-held or less complex machine tools mastered relatively quickly and may perform minor maintenance to complete assigned tasks.</p> <p>Interpersonal skills limited to routine courtesy and politeness, focused on exchange of basic information on an individual basis or within a team approach.</p> <p>Requires some work experience and practical skills and knowledge acquired through on-the-job training. Manual dexterity and ability to follow instructions will be important.</p>	<p>Trades 1</p> <p>Skilled or semi-skilled roles working more independently on a varied range of well defined tasks requiring a broader understanding of processes, procedures and work routines. Some judgment required to interpret procedures and/or resolve minor problems.</p> <p>May be required to operate machinery requiring proficiency.</p> <p>Interpersonal skills for explaining things to people or understanding others in a customer service setting.</p> <p>Requires applied knowledge and skills acquired through extended on-job experience and/or occupational-based training towards certification in skill-based occupations.</p>
JobWise® level / Grade / Band	<p>Band A</p> <p>Grade 4 117-144 points (SP10®)</p>	<p>Band B</p> <p>Grade 5-6 145-190 points (SP10®)</p>	<p>Band C</p> <p>Grade 7-8 191-235 points (SP10®)</p>
Typical Job Titles	Cleaner.	Production worker; labourer; factory hand; general hand.	<p>Driver (small vehicles; apprentice (entry level).</p> <p>Machine operator (complex machines); gardener; trades assistant; security officer; plant attendant; serviceperson.</p> <p>Painter; apprentice tradesperson; driver (large vehicles).</p>
Other Criteria	No prior experience required, job holder can learn the job in a few days.	Job needs a level of skill than can be learnt in some weeks or a few months.	Roles fit here when the incumbent is learning a more complex set of skills (the apprentice tradesperson is a good example of this) <u>OR</u> the role is one where it took quite some time to learn enough to become skilled at it.

	O4		O5		O6	
Role Profile	<p>Trades 2</p> <p>Skilled trades or technical roles with accountability for results of and processes within portions of work or projects.</p> <p>Works under limited supervision performing <i>moderately complex and varied tasks requiring judgment and interpretation</i> within recognised patterns. Freedom of action to make independent decisions with help from precedents and earlier solutions.</p> <p>Interpersonal skills for customer interactions, relaying specialised or technical information, resolving contract requirements and/or field problems.</p> <p>More advanced skills, requiring externally recognised technical qualifications to specialist trades level in addition to on-job experience.</p>		<p>Technician 1</p> <p>Specialist technical roles at advanced trades or certificate level accountable for moderately complex tasks with some impact on the work unit or wider organisation.</p> <p>Jobs at this level tend to be more self-directed and involve more complex problem-solving, requiring judgment, interpretation and perhaps analysis and research. Freedom of action to make independent decisions with help from precedents and earlier solutions.</p> <p>Emphasis in internal and external relationships is likely to be on liaising, advising or convincing others in order to reach mutual understanding and/or achieve outcomes.</p> <p>Expertise likely to be based on specialist trades qualification at certificate, level along with substantial on-the-job knowledge.</p>		<p>Technician 2</p> <p>Specialist technical roles accountable for complex tasks requiring analytical and creative input, initiative, judgment, and elements of research.</p> <p>As senior technicians, jobs at this level assess, investigate, analyse and interpret information. They are distinguished from Technician roles by the level of expertise (qualification and experience) and the requirement for analysis and judgment to resolve difficult technical issues requiring adaptive solutions. Freedom of action to plan, schedule and arrange own activities under general direction within established policy and procedural guidelines.</p> <p>Emphasis in internal and external relationships is likely to be on liaising, gaining co-operation, convincing others, or explaining technical terms.</p> <p>Expertise will be at diploma level along with extended relevant work experience or at advanced levels of certification with substantial experience.</p>	
JobWise® level / Grade / Band	<p>Band D</p> <p>Grades 9-10 236-285 points (SP10®)</p>		<p>Band E</p> <p>Grades 11-12 286-334 points (SP10®)</p>		<p>Band F</p> <p>Grades 13-14 335-394 points (SP10®)</p>	
Typical Job Titles	Certificated builder; treatment plant operator; mechanic; qualified tradesperson.	Registered electrician; electrical/mechanic fitter.	Senior laboratory technician; building maintenance technician.	Senior treatment plant operator/technician; electrical/instrument technician.	Control systems technician.	System controller.
Other Criteria	<p>These are roles that have undergone an apprenticeship to become a fully-fledged tradesperson <u>OR</u> roles with a similar level of learning to a tradesperson needed to undertake the tasks concerned.</p>		<p>Roles that fit here undertake work that is above the level that would be expected of a qualified tradesperson, so this is a high level of skill and problem solving requirement.</p>		<p>It is difficult to distinguish between a role in this Level when compared to a technical/specialist at T3; the main difference being that O6 roles do not need such a high level of education because this might be the upper level of their career - whereas a T3 person may well advance significantly further up the technical specialist ladder.</p>	

For roles at higher levels of complexity and expertise see the Technical/Specialist Pathway. Supervisor roles should be scored under the Leadership Pathway.

Technical Specialist Pathway

	T1		T2		T3	
Role Profile	<p>Technical Support</p> <p>Entry level technician or graduate entry roles with accountability for results of and processes within portions of work or projects. Varied problems requiring judgment and interpretation within recognised patterns. Freedom of action to make independent decisions with help from precedents and earlier solutions.</p> <p>Interpersonal skills for customer interactions, relaying specialised or technical information, resolving contract requirements or field problems.</p> <p>Advanced skills, generally requiring externally recognised technical qualifications or substantial on-the-job knowledge in specialised areas.</p> <p>Keywords – <i>analyses, interprets, applies, adapts to limited extent.</i></p>		<p>Technician/Entry-level Specialist</p> <p>Jobs at this level are accountable for results of and processes within portions of work or projects or for providing specialised technical service in their own right.</p> <p>Varied problems requiring judgment and interpretation and perhaps analysis within recognised patterns, but dependent on the knowledge and experience of the jobholder. Freedom of action to make independent decisions with help from precedents and earlier solutions.</p> <p>Emphasis in internal and external relationships is likely to be on liaising, and/or explaining technical terms.</p> <p>Expertise likely to be at undergraduate Diploma or University Degree level.</p> <p>Positions within this band are largely “contributory” or indirect in terms of accountability and impact of the end results of the organisation as a whole. They provide inputs to the outputs of others.</p>		<p>First level Specialist</p> <p>First level of technical specialisation. Problems of moderate scope and complexity requiring analytical and creative input, initiative and judgment.</p> <p>Jobs at this level assess, investigate, analyse and interpret information. Freedom of action to plan, schedule and arrange own activities under general direction within established policy and procedural guidelines.</p> <p>Emphasis in internal and external relationships is likely to be on liaising, gaining co-operation, convincing others, and explaining technical terms.</p> <p>Expertise likely to be at entry level degree with relevant work-related experience or under-graduate qualification backed by solid on-job experience.</p>	
JobWise® level / Grade / Band	<p>Band D</p> <p>Grades 9-10 236-285 points (SP10®)</p>		<p>Band E</p> <p>Grades 11-12 286-334 points (SP10®)</p>		<p>Band F</p> <p>Grades 13-14 335-394 points (SP10®)</p>	
Typical Job Titles	<p>Research assistant; GIS assistant; laboratory technician; intern; research assistant.</p>	<p>Service desk analyst (first level queries); queue analyst; faults dispatcher; CAD operator; engineering assistant (entry level); service desk analyst (first level queries); research technician.</p>	<p>First level advisor; accounting officer; graduate (no experience); community health worker; trainer; engineering assistant (intermediate); IT officer/administrator; operations officer.</p>	<p>Educator; systems administrator; service desk coordinator; assistant accountant; youth worker; senior research technician; engineering officer /technician.</p>	<p>Database/website administrator, building inspector, researcher, systems administrator, community advisor, test analyst, HR officer.</p>	<p>Business process analyst; technical sales rep; business analyst; internal auditor; communications officer; engineer (non-qualified); planner, accountant (non-qualified).</p>
Other Criteria	<p>An entry level for roles that might advance significantly once experience is gained.</p>		<p>This band is also seen as entry level for graduate or technical specialist roles in disciplines such as planning, IT etc.</p>		<p>This is where roles are placed that are technical specialists in their own right, but are not expected to work unsupervised. Roles in this level may be gaining experience to become fully operative technical specialists such as engineers etc.</p>	

	T4		T5		T6	
Role Profile	<p>Mid-level Specialist</p> <p>Jobs at this level are likely to provide independent specialised technical service requiring general application of practices, techniques, concepts and theoretical principles from the relevant discipline.</p> <p>They will develop solutions to a variety of problems of moderate scope and complexity, planning and scheduling their own activities to accomplish objectives. The emphasis in problem-solving is largely around assessing, analysing, evaluating, monitoring and comparing, promoting, interpreting (policy/ legislation/ procedures).</p> <p>The focus of internal and external relationships is likely to be on liaising, gaining co-operation, convincing others and explaining technical terms.</p> <p>Expertise at Degree level a requirement, combined with relevant technical or commercial experience extending over several years to build specialist skills and knowledge.</p>		<p>Senior Specialist</p> <p>Jobs at this level are likely to provide a specialised technical service at senior level within the relevant discipline, developing solutions to varied and complex problems.</p> <p>Analytical and creative reasoning required to explore alternative options and formulate solutions. Hence, they require a sound understanding of practices, techniques, concepts and theoretical principles from the relevant discipline. They will work under general direction with considerable latitude in determining their objectives and approaches to work assignments.</p> <p>Emphasis in internal and external relationships is likely to be on liaising, advising, influencing, and explaining technical terms. Facilitation and presentation skills may also be required.</p> <p>Expertise at Degree level a requirement, combined with extended technical or commercial experience.</p> <p><i>Keywords – develops, resolves, formulates systems/policies, plans, initiates.</i></p>		<p>Advanced Specialist</p> <p>Jobs at this level are likely to provide a specialised technical service at expert level, developing solutions to highly complex problems requiring a complete understanding of practices, techniques, concepts and theoretical principles from the relevant discipline. The emphasis in problem-solving at this level shifts to discerning, discriminating, formulating (systems/policies), initiating, creating, designing, developing, and resolving. “New problems, adaptive solutions” i.e. significant complexity. Jobholders at this level work without appreciable direction with significant latitude in determining their objectives and approaches to work assignments.</p> <p>Emphasis in internal and external relationships is likely to be on advising, facilitating, and negotiating where the issues may be complex, unclear and dependent on advanced interpersonal skills.</p> <p>Expertise at Degree level essential, perhaps to second Degree level, combined with significant technical or commercial experience.</p> <p><i>Keywords – discerns, designs, develops, resolves, creates.</i></p>	
JobWise® level / Grade / Band	<p>Band G</p> <p>Grades 15-16 395-455 points (SP10®)</p>		<p>Band H</p> <p>Grades 17-18 456-520 points (SP10®)</p>		<p>Band I</p> <p>Grades 19-20 521-591 points (SP10®)</p>	
Typical Job Titles	Accountant, HR advisor, investigation officer, senior compliance officer, psychologist, communications advisor.	Legal advisor, financial accountant, scientist, iwi liaison officer, telecoms engineer.	Senior systems analyst, senior HR advisor, corporate planner, senior web specialist; management accountant.	Solicitor, investigating accountant, strategic analyst, project/ programme manager; senior IT roles.	Senior risk advisor, solutions architect, technical specialist (ERP), senior HR advisor, senior management accountant.	Strategic advisor, principal advisor.
Other Criteria	<p>“Senior” roles may be sized here where this level reflects the limit of technical complexity or skills required, although a role does not need to be ‘senior’ to be placed here. Engineers and other specialists who are fully competent and can be expected to operate with significant autonomy are located at this level.</p>		<p>Generally the more senior of the specialists in a given discipline. This is where truly senior specialists tend to be placed. E.g. a senior engineer at this level would not manage others but would be given the most challenging projects to perform and often lead.</p>		<p>These roles will have measurable impact on either the organisation as a whole or other divisions. Depending on the structure, there will very often not be any specialist roles at this level in the organisation. To be placed here, the role has to be a very big specialist technical role.</p>	

T7

<p>Role Profile</p>	<p>Leading Expert</p> <p>Few stand-alone roles score at this level. They will be the organisation’s most advanced specialists - the “subject matter experts” in a significant area of concern for the organisation.</p> <p>Jobholders in these roles will apply advanced specialised or technical principles, theories and concepts to resolve unusually complex technical problems.</p> <p>These will be strategic roles where the impact on policy development/ strategy/ major projects will be considerable.</p> <p>They will require high level interpersonal skills for resolving resource conflicts and complex client issues. As key opinion leaders within and outside the organisation, they are likely to be key influencers impacting directly on critical programmes and on the organisation’s image externally.</p> <p>These roles will demand expertise at the highest academic level along with a substantial track record.</p> <p>The highest level possible for an individual technical specialist - internally and externally recognised as subject matter expert – “guru”.</p>	
<p>JobWise® level / Grade / Band</p>	<p>Band J</p> <p>Grades 21-22 592-675 points (SP10®)</p>	
<p>Typical Job Titles</p>	<p>Enterprise architect, senior project manager (strategic projects).</p>	
<p>Other Criteria</p>	<p>Few organisations will have stand-alone specialists at this level; and even where they do, they are only likely to have one in most circumstances.</p>	<p>Principal advisor strategy; principal scientist.</p>

Leadership Pathway

	L1		L2		L3	
Role Profile	<p>Leading Hand</p> <p>In addition to undertaking task-oriented/ manual work at skilled operator or trades level, roles at this level are responsible for allocating work and close supervision of staff performing similar tasks. Generally such roles work alongside the staff supervised.</p> <p>Responsible for quality, timeliness, following set procedures, but not generally responsible for personnel functions such as recruitment, performance reviews, pay and conditions. No budgetary accountability but may sign off small amounts from someone else's budget.</p> <p>Varied problems requiring judgment and interpretation within recognised patterns.</p> <p>Interpersonal skills for customer interactions, relaying specialised or technical information, and resolving contract requirements or field problems.</p> <p>Generally requires trade/operator skills to recognised level or extended on-the-job knowledge.</p>		<p>Working Supervisor</p> <p>First level supervisory roles undertaking some of the same duties as those supervised in a working supervisor capacity. Ensures decisions of management are articulated and implemented. Manages and monitors work and may be responsible for associated budgets. Responsible for scheduling, rosters, work allocation and monitoring. Conducts performance reviews.</p> <p>Varied problems requiring judgment and interpretation and perhaps analysis within recognised patterns, but dependent on the knowledge and experience of the jobholder. Freedom of action to make independent decisions, with help from precedents and earlier solutions.</p> <p>Emphasis in internal and external relationships is likely to be on liaising, advising, or convincing others in order to reach mutual understanding and/or achieve outcomes.</p> <p>Expertise likely to be at school leaving certificate or skilled operator/trades level plus work-related experience.</p>		<p>Supervisor I</p> <p>Supervisors at this level tend to be responsible for staff in task-focused roles. Likely to be responsible for budget. Emphasis on scheduling, work allocation and monitoring. Responsible for performance reviews and staff training.</p> <p>Problems of moderate scope and complexity requiring analytical and creative input, initiative and judgment. Jobs at this level assess, investigate, analyse and interpret information. Freedom of action to plan, schedule and arrange own activities under general direction within established policy and procedural guidelines.</p> <p>Emphasis in internal and external relationships is likely to be on liaising, gaining co-operation, convincing others, and resolving field problems.</p> <p>Expertise likely to be at undergraduate Certificate or Diploma level with relevant work-related experience.</p>	
JobWise® level / Grade / Band	<p>Band D</p> <p>Grades 9-10 236-285 points (SP10®)</p>		<p>Band E</p> <p>Grades 11-12 286-334 points (SP10®)</p>		<p>Band F</p> <p>Grades 13-14 335-394 points (SP10®)</p>	
Typical Job Titles	<p>Leading hand (very small team); office manager (very small team).</p>	<p>Head gardener; manager of very small team (where manager does the same work).</p>	<p>Team leader admin, foreperson, works supervisor; purchasing manager – small team; front line supervisor; assistant store manager; assistant restaurant manager.</p>	<p>Call centre team leader; operations supervisor – very small team; customer service team leader; retail manager – small team; shop manager.</p>	<p>Accounts team leader, records supervisor; operations supervisor; assistant branch manager; service manager; warehouse manager; team leader admin support (process focussed staff).</p>	<p>Customer service team leader (large teams); laboratory manager – small team; production line manager; administration manager.</p>
Other Criteria	<p>Task supervision only.</p>		<p>Often only managing a few staff (<4 usually).</p>		<p>Team leader roles focused on process, service delivery. Not technically complex. Tend to be managing around 5 staff as a rule.</p>	

	L4		L5		L6	
Role Profile	<p>Supervisor II</p> <p>Supervisors at this level tend to be responsible for staff in process-focused or technical support roles. May be responsible for budgets. Emphasis on scheduling, work allocation and monitoring. Responsible for performance reviews and staff training. They plan and schedule their own activities to accomplish objectives.</p> <p>They develop solutions to a variety of problems of moderate scope and complexity, planning and scheduling their own activities to accomplish objectives. The emphasis in problem-solving is largely around assessing, analysing, evaluating, monitoring and comparing, promoting, and interpreting (policy/legislation/ procedures).</p> <p>The focus of internal and external relationships is likely to be on liaising, gaining co-operation, convincing others and explaining technical terms.</p> <p>Expertise likely to be at Diploma level along with wider on-job experience.</p>		<p>Team Leader</p> <p>Team leaders at this level tend to fall into one of two types: either technical specialists with one or more assigned technical staff, or lower level specialists with a team of business or technical support staff. Planning, scheduling and monitoring work and associated budgets, along with training and performance management of staff.</p> <p>Problem-solving will require analytical and/or creative input to modify existing methods, develop new approaches and/or deal with complex problems which will require research through diverse and perhaps contradictory cases. "New problems - existing solutions".</p> <p>Emphasis in internal and external relationships is likely to be on advising, convincing others, resolving and explaining technical terms.</p> <p>Expertise at Degree level, combined with extended technical or commercial experience.</p>		<p>Team Manager</p> <p>Manages staff assigned to specified administrative, operational or technical roles who work independently as technical specialists. Ensures decisions of management are articulated and implemented. Manages and monitors work and associated budgets. Emphasis is on planning, scheduling and monitoring.</p> <p>Developing solutions to varied and perhaps complex problems requiring a complete understanding of practices, techniques, concepts and theoretical principles in the relevant discipline.</p> <p>Problem-solving focused on analysing, initiating, creating, developing, resolving. Jobholders at this level work without appreciable direction and with significant latitude in determining their objectives and approaches to work assignments.</p> <p>Emphasis in internal and external relationships is likely to be on advising, facilitating, and negotiating.</p> <p>Expertise at Degree level essential, combined with considerable technical or commercial experience.</p>	
JobWise® level / Grade / Band	<p>Band G</p> <p>Grades 15-16 395-455 points (SP10®)</p>		<p>Band H</p> <p>Grades 17-18 456-520 points (SP10®)</p>		<p>Band I</p> <p>Grades 19-20 521-591 points (SP10®)</p>	
Typical Job Titles	<p>CAD supervisor; branch manager (small branch); regulatory team leader; operations manager – small team.</p>	<p>Call centre manager, customer service manager; administration manager (>8 staff); safety & health manager; construction manager.</p>	<p>Team leader compliance; facilities manager; branch manager (large branch); HR / IT / Marketing Manager (small org).</p>	<p>Team manager (small team, operational focus); project manager – large projects involving up to 20 people.</p>	<p>Manager technology services; manager operations in small organisation.</p>	<p>Manager of specialist staff; HR / IT / Marketing Manager medium organisation.</p>
Other Criteria	<p>Focus on process, service delivery but technical elements to the role. Tend to be managing up to about ten people as a rule. The people they manage are in operational roles – these managers do not manage other supervisors.</p>		<p>Technical leadership. Managers in this level will usually have specialist technical skills themselves in the area they manage and will be managing technical specialists who are usually actively supervised (rather than operating quite autonomously).</p>		<p>Greater complexity, technical specialisation. Managing one or more teams of technical specialists in applied disciplines. The Technical specialists being managed will be at a level whereby they operate reasonably autonomously and do not need active supervision – the manager will be well skilled in the technical discipline themselves in most situations. These will often be the direct reports to the CEO in a small organisation.</p>	

	L7		L8		L9	
Role Profile	<p>Section Leader</p> <p>Leadership roles characterised by responsibility for managing a section or part of a division/department, where effective utilisation of staff is important and impact on stakeholder satisfaction is significant. The staff managed will include technical specialists and programme/ project roles managed either directly or through team leaders. Ensures that programmes are completed within budget and on schedule.</p> <p>Problem-solving will require considerable analytical and/or creative input to modify existing methods, develop innovative approaches and/or resolve complex problems where the solutions may often have to come from outside the organisation. "New problems - adapted conventional solutions".</p> <p>Requirement for high level interpersonal skills, focussed on advocacy/ negotiation/ relationship management either internally or with outside organisations and key stakeholders.</p> <p>Emphasis on academic qualification to Degree (or even second Degree or post-grad level) combined with substantial experience.</p>		<p>Function Manager</p> <p>Leadership of a single function or aspect of a larger function where the impact on overall organisation end results is significant. Typically managing managers or team leaders with staff in technical/ specialist roles requiring high levels of expertise. Requirement for annual planning input to operational strategy. Ensures that programmes are completed within budget and on schedule.</p> <p>This will involve extensive analytical and/or creative input to modify or adapt established methods and deal with complex problems or resolve complex operational or technical problems. "New problems - new solutions".</p> <p>Interpersonal skills will include the influencing, mediation, consultation, persuasion and negotiation skills to resolve difficult, complex and contentious issues either internally, externally or both.</p> <p>Requirement for professional qualifications and management skills at an advanced level supported by substantial experience.</p>		<p>Senior Manager</p> <p>Leadership of a single function or aspect of a larger function where the impact on overall organisation end results (political, strategic, and financial) is major and direct. Responsibility for managing the performance of section heads/team leaders or of specialists at an advanced level in varied disciplines. Responsible for planning and input to operational and long-term strategy.</p> <p>This will involve conceptual thinking and high level analytical or creative reasoning to resolve complex operational or technical problems or for devising strategies, producing complex reports or recommending major policy changes.</p> <p>Requirement for high level interpersonal skills, focussed on advocacy/ negotiation/ relationship management either internally or with outside organisations and key stakeholders where the impact of the interactions is vital to the organisation.</p> <p>High level of theoretical and applied knowledge based on academic or professional expertise and substantial management experience.</p>	
JobWise® level / Grade / Band	<p>Band J</p> <p>Grades 21-22 592-675 points (SP10®)</p>		<p>Band K</p> <p>Grades 23-24 676-773 points (SP10®)</p>		<p>Band L</p> <p>Grades 25-26 774-875 points (SP10®)</p>	
Typical Job Titles	<p>Manager operations in medium organisation; project managers in charge of significant large projects.</p>	<p>HR / IT / Marketing Manager in a larger medium organisation; CEOs of very small orgs – low revenue and few staff.</p>	<p>HR / IT / Marketing Manager in large organisation;</p>	<p>Chief operating officers of medium organisations; many CEOs of the larger of the small organisations.</p>	<p>Direct reports to the CEO in large organisations;</p>	<p>CEOs of medium sized organisations. Possible that third tier roles in a very large organisation would fit here, but the organisation would be very large.</p>
Other Criteria	<p>A feature at this level is that the manager will usually be managing teams that are diverse, rather than teams all doing the same thing. These teams will usually have their own team leaders probably at L5 (possibly L6) levels. This is often the first level where the incumbent is managing other managers.</p>		<p>These will generally be strategic third tier roles in a medium sized organisation or senior management roles in small organisations including CEOs.</p>		<p>These will generally be substantial operational roles or strategic roles, both at third tier or above in a large organisation; or CEOs of medium (and sometimes large) sized organisations.</p>	

WHY USE JOB MAPPING IN YOUR ORGANISATION?

Job mapping combines the simplicity, transparency and speed of job matching with the underlying logic and rigour of points factor job evaluation - both SP10[®] and SP5[®], Strategic Pay's points factor job evaluation systems. But it goes beyond conventional job matching, job evaluation and the development of pay structures to provide a tool for articulating career opportunities and progression within an organisation.

Advantages over conventional job evaluation:

- Flexible and adaptable for organisations undergoing change
- Provides a simple way of understanding, articulating and quantifying the progression of job size within a career stream or job family
- Shifts focus from the precise evaluation factor levels and points to role expectations and career opportunities
- Easily communicated and understood and hence more effective at managing employee expectations
- The career pathway framework is intuitive and easily explained to managers and employees alike
- Particularly suited to broad-banded pay structures – reducing the need for in-depth points factor analysis
- Can be tailored to the organisation's unique way of doing business
- More cost effective and requires less time to implement
- Looks for common elements in roles that align them to like roles rather than highlighting or emphasising differences.

Advantages over conventional job matching (benchmarking)

- Robust, high quality market data is available for all jobs in an organisation - not just those that can be matched to benchmark surveys
- Provides a defensible framework for managing internal as well as external relativities
- Provides a logical and defensible framework for slotting jobs that cannot be matched to benchmark surveys
- Jobs are assigned to levels that reflect the organisation's culture, structure and contribution criteria
- The only whole job banding model in New Zealand that contains an analytical job evaluation basis that is well tested over two decades and widely accepted across the public and private sectors
- Provides increased transparency for employees about remuneration management.

Advantages over both approaches

- Reduces on-going reliance on external consultants due to the relatively 'simple' job sizing methodology
- Job mapping allows integration of remuneration and internal relativity with wider HR initiatives such as succession planning and career development
- Provides a tool for managing employee expectations
- Can highlight organisation design issues – “voids and overlaps”.

DEVELOPMENT OF A PAY STRUCTURE

The end result of job mapping is a listing of all the jobs by career pathway and job level according to their relative work value within the organisation. This reflects internal relativity. The next step is to consider external relativities and the market rate implications. This stage is typically referred to as market benchmarking. To do this, valid and reliable market rate data is needed for all jobs or selected benchmarks.

In this step pay ranges are developed for each band, drawing on market data appropriate to the organisation's target market(s) and desired policy stance (median, upper quartile etc.).

Strategic Pay works with client organisations to:

- Develop a reward strategy aligned with business drivers and strategic goals;
- Identify remuneration policies and processes that meet the organisation's principles (e.g. fairness, consistency, transparency, affordability);
- Identify the most appropriate sources of data, from Strategic Pay and elsewhere, which reflect the markets in which they compete for talent and which best reflect the roles in their organisation;
- Develop a pay structure starting with a midpoint for each band (i.e. each Level in each Pathway);
- Apply analytical tools to validate the pay structure, its competitiveness and affordability;
- Document the remuneration strategy; and
- Build employee understanding through clear documentation and workshop training presentations.

The tangible outputs from this step are a pay structure with a minimum, midpoint and maximum for each Band which reflects the company's specific remuneration policy and jobs in the Job Matrix along with supporting scattergrams to illustrate the organisation's current position against the pay structure.

The pay structure therefore directly links to market data and has sufficient overlap per band to facilitate career progression laterally and vertically. It will directly reflect the company's specific remuneration policy and jobs and highlight pay anomalies that will need to be addressed over time as the following scattergram illustrates (from a fictional company):

Figure 1 - Scattergram example

