Meir Job Architecture

An integrated approach for
dealing with your human capital needs

A boutique consultancy providing a highly personalised service to our clients

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Impact of Covid 19

As we are all aware our world has changed substantially in the past few months. With most countries in varying degrees of lockdown and no 'real' solution in the short to medium term, everyone is having to think about how they continue to work.

We have traditionally conducted our projects in situ with clients in country. However with current restrictions on travel and quarantine arrangements this may prove difficult. Over the past few months we have been supporting clients remotely using Zoom / Microsoft Teams for meetings and interviews and this has proven successful with very few problems.

Accordingly, we would work with clients in agreeing on the best way forward to ensure the total success of any projects.

The Meir Job Architecture Programme

Introduction

Optimising your workforce to meet the precise needs of the business and the full potential of the individual is of paramount interest to all concerned. In order to achieve this goal it is critical to develop a 'Job Architecture model' to suit your needs and to implement it with total success.

Key components of any job architecture model include:

- job levels, job profiles and job titling
- job grades and grade structures
- career maps / ladders
- reward programs based on job and market value
- talent management processes aligned to business needs
- succession planning
- control and governance procedures

At Meir we have made a virtue of keeping things simple!

The Meir Job Architecture Model

The model below seeks to highlight all of the key elements that could or will be required and the likely running order. However, as with any project plan this should be thought through at a high level prior to commencement.

Key Steps	Key Elements
Step 1 **Establish Global Job Levels / Grades**	• Jobs organized by function and family • Number of levels Identified • Levelling criteria developed • Jobs mapped to levels using the 'Meir Core Competency Model'
Step 2 **Establish consistent Job Titles, Job Families and Career Ladders**	• Jobs reviewed for consolidation opportunities • Job title nomenclature and consistent classification based on the Meir Core Competency model • Jobs organized into career progressions/ path • Implement compliance and governance process
Step 3 **Establish Performance / Talent Management Processes**	• Talent Management model developed • Performance management process updated • Optional Functional / Technical competencies Developed • Seamless integration and implementation of all components
Step 4 **Integration of all parts of the Job Architecture process**	• Job levelling and global grading fully integrated • Global pay structures developed • HRIS, Resourcing, and Talent Management systems integrated and loaded with consistent titles, levelling, and grading Information • Centralized job content repository implemented

The 'Meir Core Competency Model' is our unique tool honed over many years which supports all aspects of any Job Architecture programme.

Meir Job Mapping Process

Our Competency Based Approach to Job Mapping

Leading organisations understand the need for competencies in unlocking the potential of their people. However, few have managed to develop a holistic approach designed to benefit all aspects of an organisation. At Meir we have pioneered in this area for the last twenty years and our global client base have benefited from our unique, seamless and transparent approach enabling them to implement excellent people management systems.

The Meir Global Career Map

Our approach is based on competencies and underpinned by a global career framework. As such it can be used to support all aspects of the people management process.

Our core competency model forms the basis for a job profiling process which enables the development of an effective job classification and pay structuring solutions.

Through the introduction of a company specific functional competency framework you can add further value to your performance / talent management processes.

Advantages of Our Approach

Meir JE is the simplest and most sophisticated competency based process available to you. Its effectiveness is increased by the provision of a web based application driving job profiling, reporting, pay modelling and employee costing.

- Simple to use, easy to explain and totally transparent
- Enables line managers to be involved in the process
- Places ongoing ownership of the process with you (not us)
- Often used to support organisational change
- Seamlessly linked with the Meir Market Pay database
- Culturally neutral and globally comparable
- Tried and tested competency based grading solution
- Removes the need for committees

Meir Job Mapping Process

Key Steps in the Job Mapping Process

To implement the most appropriate 'Job Grading' process we apply our 'career mapping' and 'competency' methodologies to:

- Map the current / future business direction
- Understand your vision and values
- Using our **'core competency model'** profile all jobs in scope
- Produce high-level career ladders for each job family
- Create new grading and pay structures as required

Optionally,
- Develop a competency based performance management process
- Introduce training programmes and tools for managers and employees
- Integrate our processes into your technology platform
- Identify / develop **'functional competency models'** for each job family

Meir Job Mapping Process

Meir Job Mapping Walkthrough

In order to provide you with a better feel for how we work the following slides illustrate various aspects of our approach such as:

- The **'Meir Global Career Map'**
- How we get to know you and your organisation
- How our core competency model works
- How we develop grades and career ladders

Meir Global Career Map

The 'Meir Global Career Map' enables us to develop a highly structured view of any organisation. We have identified four streams (career ladders):

- Executive
- Management / Supervisory
- Professional / Technical
- Admin / Technician

Each step on the '*Meir Global Career Map*' is defined both generically and specifically therefore serving a dual purpose.

The Meir Global Career Map

Meir Global Grade	Executive	Management / Supervisory	Professional / Technical	Administrative / Technician	Your Grade
14	Ex14 - Global	-	-	-	
13	Ex13 - Large	-	-	-	
12	Ex12 - Medium	-	-	-	
11	Ex11 - Small	-	-	-	
10		MS10 Functional Head	-	-	
9		MS9 Senior Manager	PT9 - Guru	-	
8		MS8 Manager	PT8 - Expert	-	
7		MS7 Junior Manager	PT7 - Specialist	-	
6		MS6 Supervisor	PT6 - Advanced	-	
5		MS5 – Team Leader	PT5 - Career	AT5- Team Leader	
4			PT4 - Associate	AT4 - Specialist	
3			PT3 - Entry	AT3 - Snr Admin	
2				AT2 - Admin	
1				AT1 - Entry	

Understanding Your Organisation

Getting to Know You

Our starting point is to conduct one-on-one interviews with key executives using a structured interview process. The outcome of this would be:
- Mapping the current / future business direction
- Understanding your vision and values
- Appreciation of the barriers you may be facing in achieving your goals

Below is part of a typical output from this step….

Current State	Key Issues	Actions	Future State	Barriers
Our customers and how they are Changing	**Our plans for dealing with these changes**	**What are we doing about it?**	**Our definition of success. In what time period?**	**What stands in the way of our success?**
• Consolidation of industry • Increased need of public corps	• Get back to being No 1 • Diversification of services and products • New products	• Implement new org structure • Adopt operational excellence model • Develop leadership	• Industry Leader • Increased market share	• Define success • Change peoples behavior, and perception of success • Leadership skills

Understanding Your Organisation

Example Framework

Corp Strategy

No 1 in market sector	Technology partner of choice to our customers	Achieve $1B turnover in medium term	Remain the service reliability leader for the industry	Invest in our people & deliver 'best in class' service

Core Values

Excellence	Integrity	Innovation	Leadership	Partnership

Core Competencies

Management Challenge	Teamwork	Relationship Management	Communication / Influencing	Problem Solving	Accountability / Decision Making	Knowledge and Skills	Change / Innovation

Functional Competencies

Developing Your Competency Framework

Developing Your Competency Framework

With a clear understanding of your business we can identify the core and the functional competencies required to drive the business.

- Core competencies are used to define the overall 'profile' and 'size' of any job in the organisation
- Functional competencies identify the precise skills and knowledge required for each job. As such they are a subset of the knowledge competency in the core model

Depending on your precise needs we can either help you in developing your own competency model or you can take advantage of our vast experience in this area and chose to adopt our model which has been tried and tested all over the world with total success.

The following slide provides a snap shot of the **'Meir Core Competency'** framework overview.

How our Core Competency Model Works

The Meir Core Competency Model

Over the last 20+ years we have identified and developed an eight factor model. It works regardless of country, culture, industry and size of organisation. As a result most of our clients chose to adopt our model rather than ask us to create a bespoke one for themselves.

Each core competency has:

- A definition in terms of what it means to your organisation

- 4 sets of level descriptions rated from 1 to 7

'The acid test is that you can place the model in front of a line manager and, with minimal instruction, get them to profile the positions in their area'.

The Meir Core Competency Model

An overview of our 'core model' developed through application in the field.

The Meir Core Competency Model
1. Management Challenge
2. Teamwork
3. Relationship Management
4. Communicating / Influencing
5. Problem Solving
6. Accountability & Decision Making
7. Knowledge & Skills
8. Change & Innovation

On the following slide you can see a full description of a single competency

The Meir Core Competency Model

1. Management Challenge

Definition

The ability to develop clear, logical, and workable plans for oneself and for others, which set out what needs to be done, how, when, where and by whom. This may require both long and short term planning and may require balancing short and long-term priorities as well as organising, co-ordinating and empowering staff to carry out their roles as effectively as possible.

Level Description

1. Manages self, workspace and work practices in accordance with established systems and procedures on a day-to- day basis. Minimal planning and prioritising required.

3. Individual contributors who plan and organise own work, or manage smaller projects, or supervisors of staff whose tasks are broadly similar, establishing and delivering team objectives. Allocates routine tasks where the end result is clear and precedents available; checks back regularly on progress.

5. Interprets long-term strategy through definition and delivery of business plans, and manages/empowers the necessary resource; including the coordination of homogenous teams. Establishes and delivers functional objectives.

7. Defines long term strategic plans (including resource) across diverse functional / business units, balancing short-term priorities and resolving conflicts within resources, people / financial and other, for which they are responsible. Delegates broad goals with accountability after providing an overview of the performance and standards expected.

Note: You can rate a position between two statements i.e. 2,4,6 if you feel that the level is not fully as defined by a particular 'level' description

The core competency model is used to profile each position within your organisation

Core Competency Profile

| M |

Job Profile: HR Associate

Company: Meir Generic	**Division:** HR
Dept: HR	**Team:**
Job Code:	

Core Competency Scores

1. Management Challenge:	2	5. Problem Solving:	2
2. Teamwork:	3	6. Accountability & Decision Making:	2
3. Customer Focus:	3	7. Knowledge & Skills:	2
4. Communication / Influencing:	3	8. Change & Innovation:	2

Total:	19
Standard Score:	339
Grade:	4

Evaluated by:	**Review date:**

Rationale

Note: The Standard Score is simply a percentage of the total points (19) divided by the maximum score possible (56) = 33.9%. For practical purposes we have removed the decimal point. Therefore 33.9 becomes 339

Core Competency Profile

Job Profile	HR Associate
1. Managemt Challenge	2
2. Teamwork	3
3. Rel Mngt	3
4. Comms	3
5. Poblem Solving	2
6. Accountability / DM	2
7.. Knowledge	2
8. Change / Innovation	2
Total	19 (339)

Grade Range	Management / Supervisory	Professional / Technical	Administrative / Technician
900+ (10)	Functional Head		
800 – 900 (9)	Senior Manager	Guru	
700 – 800 (8)	Manager	Expert	
600 – 700 (7)	Junior Manager	Specialist	
500 – 600 (6)	Supervisor	Advanced	
400 – 500 (5)	Team Leader	Career	
300 – 400 (4)		Associate	Specialist
200 – 300 (3)		Entry	Snr Admin. / Snr Tech
100 – 200 (2)			Administrator / Tech
1 – 100 (1)			Entry
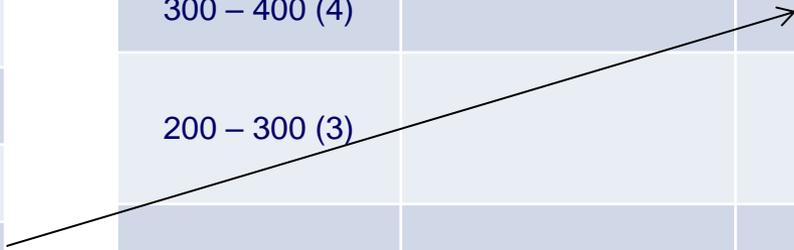
Core Competency Profiles – JE Report

Once all of the jobs have been profiled you can produce reports such as this:

Job Title	Company	Division	Department	Team	A1	A2	A3	A4	A5	A6	A7	A8	Total	Stnd Score	Grade
Head of Function	Meir Generic	HR	HR		7	6	7	7	6	7	6	6	52	929	10
Senior HR Manager	Meir Generic	HR	HR		6	6	7	7	5	6	6	6	49	875	9
HR Manager	Meir Generic	HR	HR		5	5	5	5	6	5	5	6	42	750	8
HR Team Leader	Meir Generic	HR	HR		4	3	5	5	5	5	5	5	37	661	7
Senior HR Advisor	Meir Generic	HR	HR		4	3	4	3	4	4	3	4	29	518	6
HR Advisor	Meir Generic	HR	HR		3	2	4	4	3	3	3	3	25	446	5
HR Associate	Meir Generic	HR	HR		2	3	3	3	2	2	2	2	19	339	4

Similar positions in your organisation may or may not be the same job profile. The above is purely for illustration purposes only

Developing Grade Structure

The grade shown above is the Meir Global grade which is always produced and is your link with the outside world. We would work with you in developing the most appropriate grading structure for you.

Career Ladder for HR Function

Below is an example of how the jobs in your HR function may look after they have been profiled. Once again these will vary for each organisation

Meir Grade	HR Operations	Comp & Ben	Training & Development	ER
10	Head of HR			
9	Snr HR Mgr	Snr C&B Mgr	Snr T&D Manager	Snr ER Manager
8	HR Manager	C&B Manager	T&D Manager	ER Manager
7	HR Team Leader	C&B Specialist	T&D Specialist	ER Specialist
6	Snr HR Adviser	Snr C&B Adviser	Snr T&D Adviser	Snr ER Adviser
5	HR Adviser	C&B Adviser		
4	HR Associate			

Developing Pay Strategy

Developing Pay Strategy

Total Reward

Total Reward encompasses all aspects of the pay and benefits package. In addition, it can include other aspects of work, including elements such as learning and development opportunities and /or an attractive working environment.

Strategic Reward

Strategic Reward focuses on the design and implementation of long-term reward policies and practices that closely support and advance business or organisational objectives as well as employee aspirations

The link between Total and Strategic Reward

The use of Total Reward may form part of a strategic approach to reward for many employers. For example, an organisation might adopt a Total Reward approach, focusing not just on Total Pay but also the provision of other non financial elements of Reward such as training, flexible working options, etc. in order to become an Employer of Choice and be able to Attract, Retain and Motivate the high quality staff that are best placed to help it secure its business objectives.

Meir - Total Reward Model

The Meir Total Reward Model provides the foundation and enables us to work with you in developing the most appropriate solution for you

Total Reward
VISION AND VALUES

- Non-cash Incentives
- Recognition
- Culture / Environment
- Intrinsic Rewards

- Job Enrichment
- Career enhancement
- Personal development
- Work/life balance

Total Compensation

- Retirals
- Insurances
- Benefits

Total Cash

- Base Salary
- Allowance
- Short Term Incentives
- Long Term Incentives

Developing Pay Scales

The Meir Global Career Map

Meir Global Grade	HAY Job Units	HAY Global Grade	Towers Perrin	Towers Watson	Mercers / IPE	Paterson	Hewitt	Task
14		26-27	U1	22	71-72		14	
13		25-26	U2	20-21	68-71		13	
12	1500-1800	24-25	U3	19-20	65-68	E5 (e-upper)	12	
11	1250-1500	23-24	U4	17-18	63-65	E4 (e-upper)	11	
10	1000-1250	22	M5	16-17	61-63	E3	10	22
9	750-1000	20-21	M4	15-16	59-61	E1-E2 (e-lower)	9	19-20-21
8	550-750	18-19	M3 C6	14-15	57-59	D3-D5 (d-upper)	8	16-17-18
7	475-550	17-18	M2 C5	13-14	54-57	D2-D3	7	15-16
6	400-475	16-17	M1 C4	12	51-54	D1- D2 (d-lower))	6	14-15
5	320-400	15-16	C3	11	49-51	C4-D1	5	12-13
4	260-320	14	C2 B4 T4	10	47-49	C3-C4 (c-upper)	4	11
3	200-260	12-13	C1 B3 T3	8-9	45-47	C1-C2 (c-lower)	3	9-10
2	135-200	10-11	B2 T2	6-7	44-45	B4-C1 (b-upper)	2	6-8
1	54-134	4-9	B1 T1	4-5	43-44	A1-B3 (A- B lower)	1	1-5

Developing Pay Scales

Key Steps in Developing Your Pay Scales

A pay model is built for each job family in your organisation based on agreed market pay data. Each person is linked to an appropriate pay scale enabling you to produce, e.g. a current and future cost analysis by individual and / or team level.

Key questions which will need to be examined include:

- Agree the type of organization needed: flat or hierarchical

- Agree the key purpose: e.g. pay and benefits

- Decide whether a single grading structure will suffice

A key ingredient in developing your pay scales will be the market pay data used. This could be obtained either from ourselves where we run surveys or from any other provider. The *Meir Global Career Map*, will provide you with the external link to all other major pay survey providers. This will ensure that you can buy in and use the most appropriate pay data for any part of your organisation. (See next slide for our '*Global Grade Comparison*' table)

Developing Pay scales

Having profiled all of the jobs, agreed the appropriate grading structure and determined the pay strategy we can now model our pay data and develop the most appropriate pay scales

Group	Payscale	Grade	New Payscale	Pay Data used
Finance Accounting	F2	2	37,573	F,MEIR,FN,C1,MED
Finance Accounting	F3	3	42,338	F,MEIR,FN,C1, UQ
Finance Accounting	F4	4	50,468	F,MEIR,FN,C2, UQ
Finance Accounting	F5	5	57,323	F,MEIR,FN,C3, UQ
Finance Accounting	F6	6	68,791	F,MEIR,FN,C4,UQ
Finance Accounting	F7	7	80,860	F,MEIR,FN,C5,UQ
Finance Accounting	F8	8	90,000	F,MEIR,FN,M3, UQ
Finance Accounting	F9	9	118,775	F,MEIR,FN,M4,UQ
Finance Accounting	F10	10	150,000	

Proposed Pay Scales: Finance Accounting

M

Group	Grade	Min	Mid-point	Max	Payscale
Finance Accounting	2	30,058	37,573	45,088	f2
Finance Accounting	3	33,870	42,338	50,806	f3
Finance Accounting	4	40,374	50,468	60,562	f4
Finance Accounting	5	45,858	57,323	68,788	f5
Finance Accounting	6	55,033	68,791	82,549	f6
Finance Accounting	7	64,688	80,860	97,032	f7
Finance Accounting	8	72,000	90,000	108,000	f8
Finance Accounting	9	95,020	118,775	142,530	f9
Finance Accounting	10	120,000	150,000	180,000	f10

Once you've agreed the relevant pay data for your organisation our modelling tool enables you to develop the necessary pay scales with a few simple clicks.

Modeling the Pay Data

By simply linking the new pay scales through the pay code you can quickly see the impact on each individual

COMPANY	Name	Surname	Job Title	Division	Department	F/P	Grade	Bonus	Pay Code	Salary (a)	MP Pay	CR	MI Grade	New MP	New CR
ABC Corp	John	Doe	Logistics Assistant, Admin.	Finance	Logistics	1	2	8	F2	26,443	37,645	70.24	2	37573	70.38%
ABC Corp	John	Doe	Receptionist-Telephonist	Finance	Logistics	1	1	8	F2	29,341	37,645	77.94	2	37573	78.09%
ABC Corp	John	Doe	Driver/Logistics Support	Finance	Logistics	1	2	8	F2	36,054	37,645	95.77	2	37573	95.96%
ABC Corp	John	Doe	Tech. Support, Logistics Serv.	Finance	Logistics	1	2	8	F3	31,783	37,645	84.43	3	42338	75.07%
ABC Corp	John	Doe	Senior Materials Control Clerk	Finance	Logistics	1	2	8	F3	32,444	37,645	86.18	3	42338	76.63%
ABC Corp	John	Doe	Senior Materials Control Clerk	Finance	Logistics	1	2	8	F3	34,000	37,645	90.32	3	42338	80.31%
ABC Corp	John	Doe	Vendor Mgmt & Procurement Adm.	Finance	VM	1	3	8	F3	41,665	44,325	94.00	3	42338	98.41%
ABC Corp	John	Doe	Senior Materials Control Clerk	Finance	Logistics	1	2	8	F3	41,472	37,645	110.17	3	42338	97.95%
ABC Corp	John	Doe	Sr Logistics Services Assist.	Finance	Logistics	1	3	8	F3	48,074	44,325	108.46	3	42338	113.55%
ABC Corp	John	Doe	Logistics Services Assistant	Finance	Logistics	1	1	8	F3	32,160	37,645	85.43	3	42338	75.96%
ABC Corp	John	Doe	Junior Accountant	Finance	Accounting	1	3		F3	36,000	44,325	81.22	3	42338	85.03%
ABC Corp	John	Doe	Accountant	Finance	Accounting	1	4	10	F4	37,761	51,791	72.91	4	50468	74.82%
ABC Corp	John	Doe	Accountant	Finance	Accounting	1	4	10	F4	43,136	51,791	83.29	4	50468	85.47%
ABC Corp	John	Doe	Sr log. technician, TL CRS	Finance	Logistics	1	4	10	F4	45,464	51,791	87.78	4	50468	90.08%
ABC Corp	John	Doe	Senior Accountant	Finance	Accounting	1	4	10	F5	50,362	51,791	97.24	5	57323	87.86%
ABC Corp	John	Doe	Senior Accountant	Finance	Accounting	1	5	10	F5	60,475	60,435	100.07	5	57323	105.50%
ABC Corp	John	Doe	Credit - Billing Analyst	Finance	Credit & B	1	5	10	F5	47,040	51,791	90.83	5	57323	82.06%
ABC Corp	John	Doe	Senior Accountant	Finance	Financial	1	4	10	F5	50,489	51,791	97.49	5	57323	88.08%
ABC Corp	John	Doe	Manager, Accounts Payable	Finance	ASTRA-Fin	1	7	10	F6	74,072	88,727	83.48	6	68791	107.68%
ABC Corp	John	Doe	Financial Analyst (JG5)	Finance	Financial	1	5	10	F6	53,843	60,435	89.09	6	68791	78.27%
ABC Corp	John	Doe	Financial Control Analyst	Finance	Financial	1	6	10	F6	65,738	60,435	108.77	6	68791	95.56%
ABC Corp	John	Doe	Site Security & Log.TeamLeader	Finance	Logistics	1	6	10	F6	58,555	60,435	96.89	6	68791	85.12%
ABC Corp	John	Doe	Financial Analyst	Finance	Financial	1	5	10	F6	55,000	60,435	91.01	6	68791	79.95%
ABC Corp	John	Doe	Financial Analyst (JG5)	Finance	Fin. Plann	1	5		F6	58,000	60,435	95.97	6	68791	84.31%
ABC Corp	John	Doe	Project Manager	Finance	Finance	1	6		F6	90,000	71,830	125.30	6	68791	130.83%
ABC Corp	John	Doe	Financial Analyst	Finance	Finance B	1	5	10	F7	62,423	60,435	103.29	7	80860	77.20%
ABC Corp	John	Doe	Manager, Logistic Services	Finance	Logistics	1	7	10	F7	75,600	88,727	85.21	7	80860	93.49%
ABC Corp	John	Doe	Accounting Manager	Finance	Accounting	1	7	15	F7	87,000	88,727	98.05	7	80860	107.59%
ABC Corp	John	Doe	Manager, Credit - Billing	Finance	Credit & B	1	7	15	F8	73,953	88,727	83.35	8	90000	82.17%
ABC Corp	John	Doe	Mgr Financial Plan. & Analysis	Finance	Financial	1	7	15	F8	77,000	88,727	86.78	8	90000	85.56%
ABC Corp	John	Doe	Mgr, Fin. & Business Analysis	Finance	Financial	1	7	15	F8	92,250	88,727	103.97	8	90000	102.50%
ABC Corp	John	Doe	Vendor Mgt & Procur.Specialist	Finance	VM	1	6	10	F8	78,000	60,435	129.06	8	90000	86.67%
ABC Corp	John	Doe	Vendor Mngt & Procurement Speci	Finance	VM	1	6	10	F8	68,000	112,301	60.55	8	90000	75.56%
ABC Corp	John	Doe	Senior Mgr, Finance Programs	Finance	ASTRA-Fin	1	8	15	F9	115,944	112,301	103.24	9	118775	97.62%
ABC Corp	John	Doe	Sr.Mgr., Financial Control	Finance	Financial	1	8	15	F9	103,557	112,301	92.21	9	118775	87.19%
ABC Corp	John	Doe	Sr Mgr, Aff. Portfolio & Contr	Finance	Affiliate Po	1	8	15	F9	137,025	112,301	122.02	9	118775	115.37%
ABC Corp	John	Doe	Sr. Mgr Vendor Mgt & Procur.	Finance	VM	1	8	15	F9	128,125	112,301	114.09	9	118775	107.87%
ABC Corp	John	Doe	SM, Finance Business Dev. Supp	Finance	Finance B	1	8	15	F9	117,500	126,938	92.56	9	118775	98.93%
ABC Corp	John	Doe	VP Financial Ops & Business Con	Finance	Finance	1	10	20	F10	135,248	154,534	87.52	10	150000	90.17%
ABC Corp	John	Doe	VP&GM, Fin.Plan.-Bus. Support	Finance	Fin. Plann	1	10	30	F10	147,351	154,534	95.35	10	150000	98.23%
ABC Corp	John	Doe	VP Finance, Bus. Dev. Support	Finance	Finance B	1	9	20	F10	132,612	126,938	104.47	10	150000	88.41%

Modeling the Pay Data

MEIR Pay Review
Current Salaries against Grade Ranges

Ghana Cedi
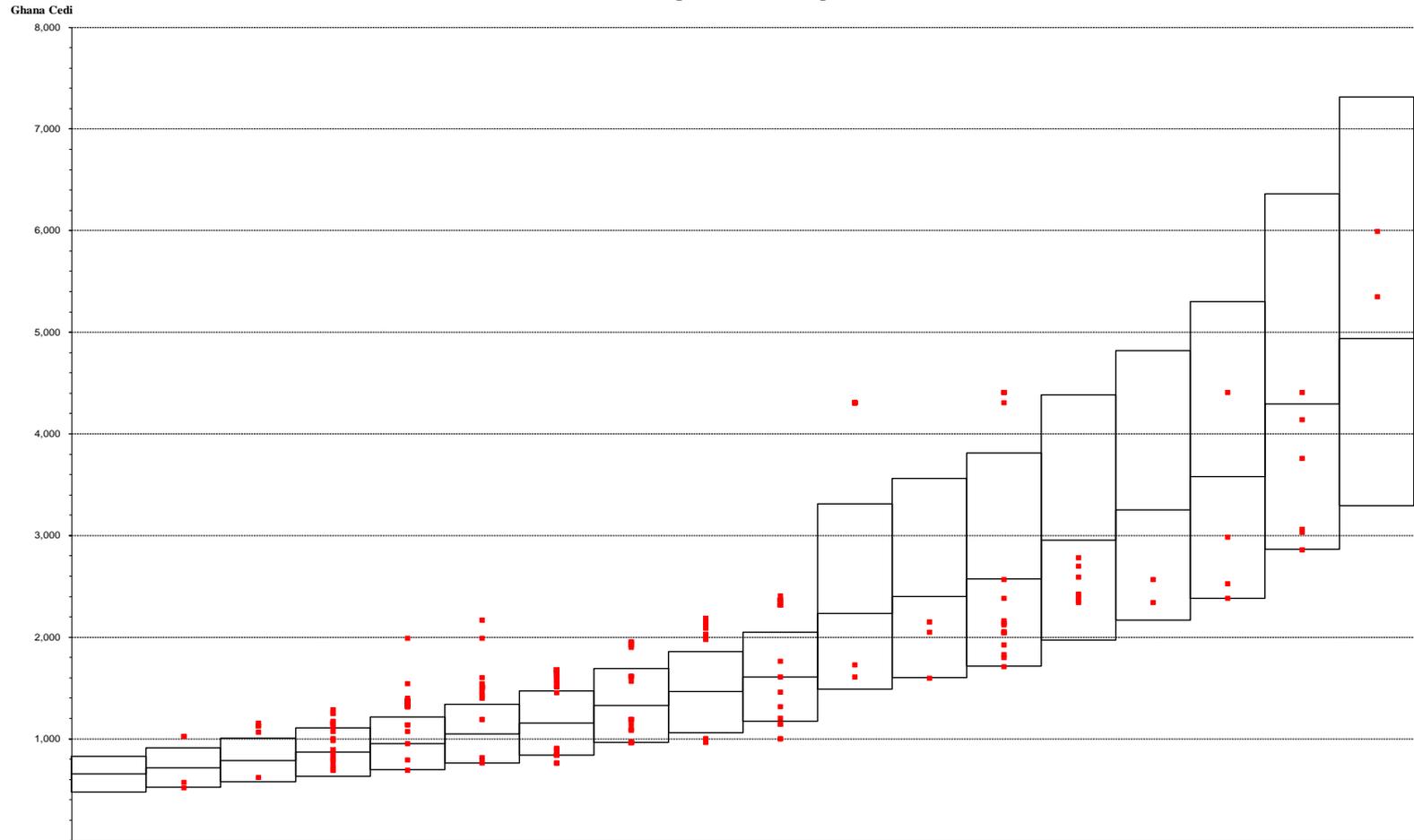
Grade	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Maximum Max.	831	913	1,005	1,106	1,217	1,338	1,471	1,692	1,861	2,047	3,313	3,561	3,810	4,382	4,820	5,302	6,362	7,317
Interval Median	653	717	789	868	956	1,051	1,156	1,330	1,463	1,610	2,236	2,404	2,572	2,958	3,253	3,579	4,295	4,939
nimum Min.	475	522	575	631	695	765	841	968	1,063	1,171	1,491	1,602	1,715	1,972	2,169	2,386	2,863	3,293

Modeling the Pay Data

The Meir Pay modelling tool will also produce the overall costs involved in any proposed changes.

Overall Analysis - Current / Proposed

Company	ABC Corp
Division	Finance
Total number of employees	41

CURRENT		PROPOSED	
Avg Salary (annual)	68,560	Market Pay Position:	74,393
Avg Salary (actual)	68,560	Market PP (act)	74,393
Compa-ratio:	95.06%	Compa-ratio:	92.16%
Total base (actual)	2,810,959	Total base pay	2,810,959
Total mp pay	2,957,002	Target mp (adj)	3,050,111
Variance	-146,043	Variance	-239,152

© Merway International - 2006

Current Base Pay v Proposed Market Positio

Legend: SALARY, CURRENT_MI, MARKET
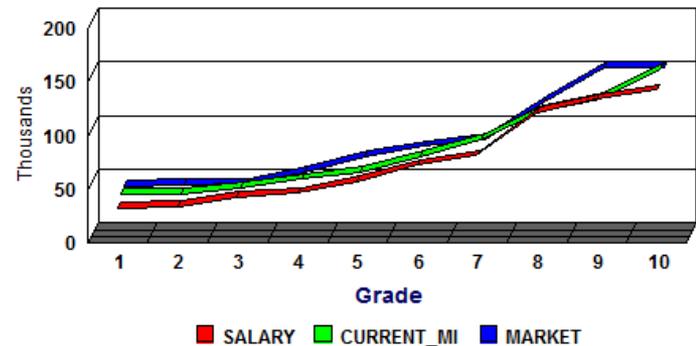
The table on the left shows the current costs verses the proposed costs. The graphic illustrates the same information

The Meir Pay Surveys

Meir Pay Surveys

Meir has been producing pay surveys for global clients since 1996. Today, we are recognised by our clients and our competitors as the main source of pay data in some of the key parts of the globe.

- We run both club and sponsored surveys in over 40 countries
- All of our surveys are underpinned by the 'Meir Career Map' ensuring excellent job matching and global consistency
- The 'Meir Global Career Map' also enables seamless linking with the Meir JE system
- Web based applications provide for easy analysis and reporting of the pay data. Printed reports are also produced for convenience

The Meir Global Talent Management Programme

Talent Management

- Integrated Reward & Talent Management Model (TM)
- Who should be covered
- Developing the right TM model for you
- Developing the right performance management
- Developing Functional Competencies

Meir Integrated Reward / TM Process

Organisation & Governance

Talent Strategy / Business Alignment

Workforce Planning

Capability & Competence Management (job profiles, competencies & behaviours)

Talent Acquisition

Leadership Development

Succession Planning

Career Management

Performance Management

Total Reward

Metrics & Analytics

Learning & Capability Development

Process Design / mapping

Talent Infrastructure

Talent systems

Meir Talent Management Pyramid

Most people will be familar with the model below. In short, at Meir we have always held the belief that 'talent manegement' should be applied to everyone and not just a select few. In short you need to identify each group and their value to your organisation and develop the most appropriate programme to suit the needs of both.
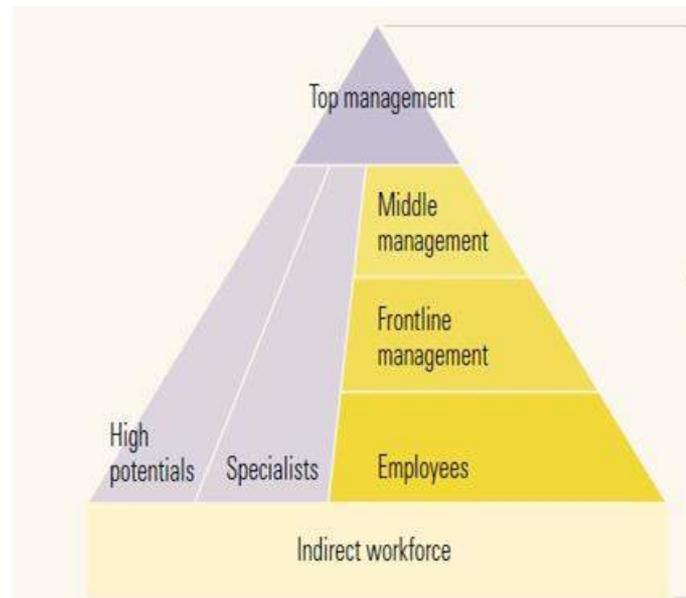
Developing the Right TM Programme

What does your TM Model Look Like?

We would work with you in determining how our integrated Reward / TM model would need to be adapted to suit your precise needs.

At the heart of our approach would the Core Model and the Career Map. This would build on the work already completed during the job modelling phase. Successful implementation of the programme will enable:

- Talent identification, assessment, development and deployment
- Clearer understanding of current and future state capability
- Recognition of where future talent will come from
- Consistent objectives for the organisation and employee

Success will be determined by:

- A systematic approach for optimising the ability of your people
- Simple, transparent and easily understood by all who use it
- Adopted as a 'culture' by everyone in the organisation
- Supported by the necessary systems and training

Performance Management Process – Latest Thinking

The death of 'Performance Management' as an outdated management process run by HR and serving nobody has been announced many times in recent years. There has been considerable research published that demolishes the commonly held views about the significance of the bell curve being the norm for expected performance distribution. In fact the latest thinking centres on the 'power curve' which has also been described as a hockey stick.

In short it suggests that you should only seek to reward the top 20% and treat the rest equally without worrying about putting in place complicated KPI processes which are difficult to monitor and justify and often leading to a relatively small pay increase. In fact the same research also suggest that the current approach can even lead to individuals concentrating on the wrong things simply to hit their targets. Furthermore, the evidence also suggests that they can be demotivating as it causes some individuals to worry excessively about meeting their KPI's rather than simply getting on with things positively.

Leading edge thinking organisations such as GE,GAP and Adobe have put in place forward forward-looking development based rather than backward-focused rating and ranking, therefore a greater emphasis is placed on teams rather than on individuals. The approach also includes regular reviews with individuals rather than annual, in short time spent with them becomes quality and meaningful and leads to improved performance by all.

Performance Management

Performance Management Process – Meir Thinking

At Meir we have been working with organisations all over the world, assisting them with improving their people processes. In our opinion whilst there is considerable merit in the latest research there is also a need to offer a range of solutions designed to suit different organisations, cultures and sizes. These include:

- Reviewing existing performance management processes and fine-tuning them whilst ensuring minimal change to current practice.
- Developing 'toolkits' for use by managers and employees designed to aide the process
- Developing a new performance management process incorporating the latest thinking.

Alternatively, we have a 'half-way' house which is proving popular. Rather than completely abandoning the traditional approach we assist in modifying the current process by incorporating our competency model into it. An illustration of how this might work can be found on the following slides.

In short *'one size does not fit all'*.

Performance Management

Performance Management Process

The Meir Performance Management process is built on the **'Meir Core Competency Model'.** Once integrated it is possible to use as a tool for assessing employees.

In most organisations this takes place in the form of an assessment conducted by the individual's line manager and much of our work supports this.

We encourage the use of competencies as part of the process in determining the progress of the individual over a period of time. It helps to highlight their strengths, their weaknesses and their developmental needs.

On the following slides you will see examples based on the integration of the '**Meir Core Competency Model'** with a typical performance management process. This also leads onto how the integrated process lends itself to succession planning.

Application of Competencies

Performance Management

Name: John Granger	Job Title: Engineer
Appraisor:	**Date:**

Core Competency	Job Profile	Personal Rating	Difference
1. Management Challenge	4	3	-1
2. Teamwork	3	3	0
3. Relationship Management	4	4	0
4. Communicating / Influencing	4	3	-1
5. Problem Solving	4	3	-1
6. Accountability	4	4	0
7. Knowledge & Skills	4	4	0
8. Change & Innovation	4	4	0
		Overall	**-3**

Performance Management

Current Competency level

We can see how each employee has been rated using the core competency model and how their personal competency profile differs from their job profile. It is evident that Mike and Ann are the high performers

Current competency levels   **Compared with the job profile for an Engineer**

Name	Job Title	1.MC	2.TW	3.RM	4.C/I	5.PS	6.ACCT	7.K/S	8.CHNG	Total	1.MC	2.TW	3.RM	4.C/I	5.PS	6.ACCT	7.K/S	8.CHNG	Total
John Granger	Engineer	3	3	4	3	3	4	4	4	28	-1	0	0	-1	-1	0	0	0	-3
Fred Smith	Engineer	3	4	4	2	3	3	5	5	29	-1	0	0	-2	-1	-1	1	1	-3
Lucy Taylor	Engineer	4	3	4	4	4	4	4	4	31	0	0	0	0	0	0	0	0	0
Mike Woods	Engineer	4	4	5	5	5	4	5	5	37	0	0	1	1	1	0	1	1	5
Ann Smith	Engineer	3	3	4	4	6	5	6	6	37	-1	-1	0	0	2	1	2	2	5

Promotion / Succession Planning

As a result of their current competency levels we have decided to see how Mike and Ann would fit in at the next level. Although their current performance levels are the same in overall terms when we look at how closely each is mapping onto the job profile for the senior position we can see that Barry would simply require a little more knowledge in order to be a perfect fit. Joe on the other hand has a number of development needs and a number of additional strengths. This could be an early indication that one is more likely to be heading up the managerial career ladder the other emerging as a technical specialists.

Current competency levels   **Compared with the job profile for a Snr Engineer**

Name	Job Title	1.MC	2.TW	3.RM	4.C/I	5.PS	6.ACCT	7.K/S	8.CHNG	Total	1.MC	2.TW	3.RM	4.C/I	5.PS	6.ACCT	7.K/S	8.CHNG	Total
Mike Woods	Engineer	4	4	5	5	5	4	5	5	37	0	0	1	1	0	-1	0	0	1
Ann Smith	Engineer	3	3	4	4	6	5	6	6	37	-1	-1	0	0	1	0	1	1	1

Performance Management

Assisting Employees and Managers

We have developed a 'toolkit' to assist both the line manager and the employee in preparing and conducting performance review meetings. The toolkit provides a breakdown of each part of the review process:

- Reviewing Past Performance
- Agreeing New Objectives
- Discussing Development needs
- Ongoing Reviews

- Each section provides:
- Step sequence through the process
- Supporting guidance notes for both employee and line manager
- Guidance in completing the form using core and functional competencies

Some examples can be seen on the following slides…..

Performance Management

Completing the PR Process

This part of the toolkit guides the line manager and the employee in the completion of the development section based on the competencies

There is a similar section covering functional competencies

Performance Management

Supporting the Line Manager

This part of the toolkit guides the line manager and the employee in the completion of the development section based on the competencies

Reviewing Past Performance
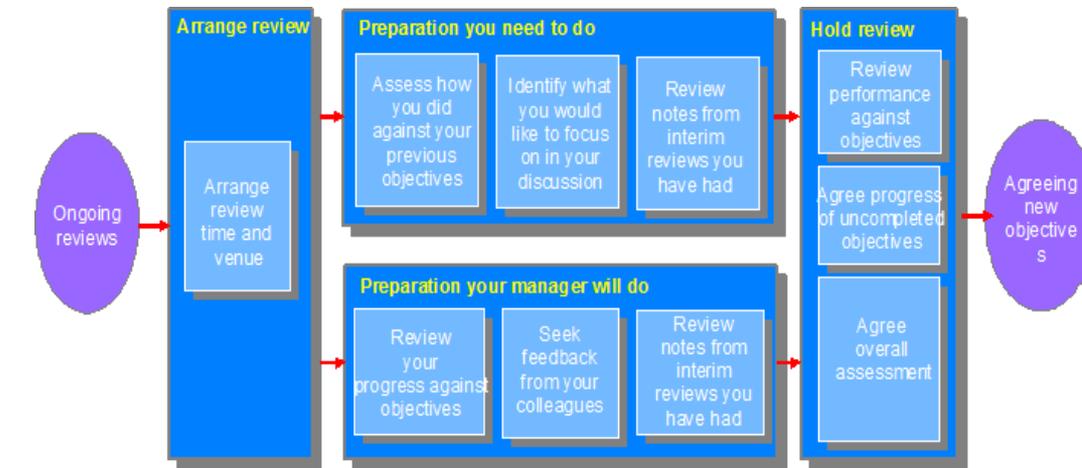
Discussing Development Needs
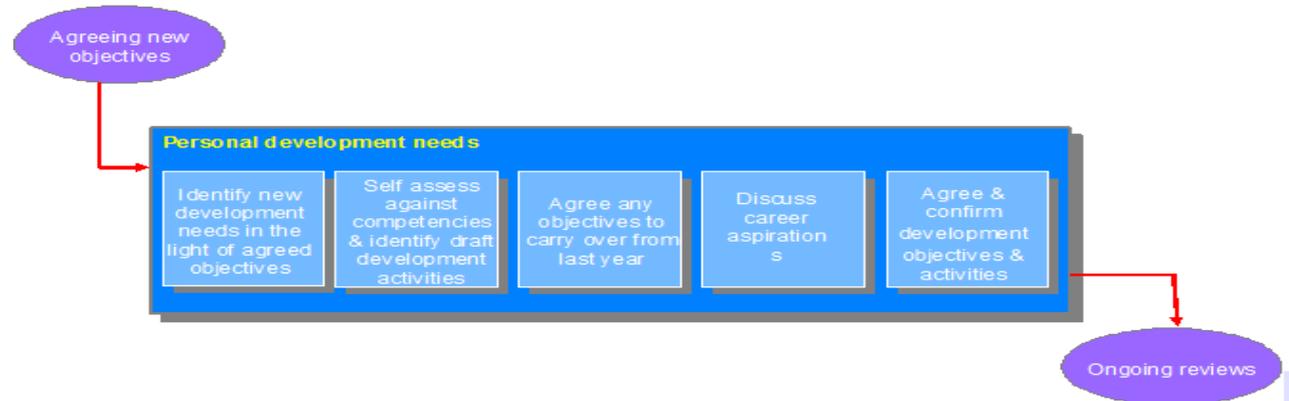
Functional Competencies

Functional Competencies

The Meir Functional Competency Approach

Functional Competency models are built to suit the precise needs of each organisation. The number of models required are determined through a high level process mapping review. The purpose being to identify each of the points of knowledge required for the successful running of the business. A summarised 'functional competency model ' is used to profile the needs of each job within the job family.

On the following slides you will see examples from a recent project covering a part of the finance function. These include:

- high level process map indicating the key knowledge areas required

- summarised list of functional competencies for the area

- a typical report showing how each job in finance control area has been profiled

- a single job with completed details

Functional Competencies

Sub Processes for Finance Control with knowledge required for each

Process -line	Payments	Fixed Asset Management	Receivables	Budgets and Planning	Taxation	Financial Reporting	Systems Management	Inventory Mngt
Functional Competencies	Know of contract terms	Know of Fixed Asset Policy	Know of commercial agreements	Know of budget process	Know of tax laws of all countries in region	Know of accounting policies	Basic know of accounting	Know of contract and procurement procedures
	Know of customer invoicing	Know of Project Mngt	Know of ageing analysis	Know of strategic planning		Know of tax laws of all countries in region	Know of accounting software	Know of logistics procedures
	Know of cash management	Know of IFRS	Know of cash mngt	Know of budgetary procedures		Know of IFRS	Know of ERP	Know of disposal procedures
	Know of Taxation	Know of disposal procedures		Financial Modelling		Financial Modelling	Financial Modelling	Know of stock valuation and costing
	Know of internal control procedures	Know of internal control procedures	Know of internal control procedures	Know of internal control procedures		Know of internal control procedures	Know of internal control procedures	Know of internal control procedures
	Know of IPA requirement		Know of IPA requirement	Know of IPA requirement	Know of IPA requirement	Know of IPA requirement		Know of IFRS

Functional Competencies

Summarise list of competencies for Finance Control

Areas of Knowledge – Finance Control	
1. Internal accounting policies	12. Ageing analysis
2. Budget process and procedures	13. Financial Modelling
3. Cash management	14. Shareholders agreement (SHA)
4. Internal control procedures	15. Contract and procurement procedures
5. Taxation / Tax laws of all countries in region	16.
6. IFRS	17. Logistics procedures
7. IPA requirements	18. Stock valuation and costing
8. Fixed Asset Policy	19. Project Management
9. Customer invoicing	20. Accounting knowledge
10. Disposal procedures	21. Accounting software
11. Commercial agreements	22. ERP

Functional Competencies

The Functional Competency Profiles – Financial Controls

Having developed the functional competency model each position is profiled.

Unlike the "core", it is not essential for every job to have a rating for each competency. It is essential to identify the key reason why a particular level of knowledge is required.

Job Title	Department	F1	F2	F3	F4	F5	F6	F7	F8	F9	F10	F11	F12	F13	F14	F15	F16	F17	F18	F19	F20	F21	F22
Finance Controls Manager	ance Contr	D	D	D	D	D	D	D	D	D	D	D	D	D	D	C	X	D	D	C	D	D	C
FC Analyst - LBCS	ance Contr	D	B	C	C	D	C	B	B	A	C	A	C	A	-	C		C	C	B	D	C	B
FC Analyst - Systems & Gen Led	ance Contr	D	C	C	D	C	D	D	C	C	B	C	C	C	C	B		B	C	-	D	D	C
FC Specialist - Accounts Receiv	ance Contr	C	D	C	C	C	C	D	B	D	B	D	D	D	C	B		B	B	-	D	C	B
FC Specialist - Supervisor Acct	ance Contr	D	B	C	C	D	C	C	C	A	C	B	C	A	B	C		B	C	-	D	C	A
Materials Control Analyst - LBCS	ance Contr	C	A	A	C	A	B	A	B	A	D	A	A	A	-	C		C	D	B	C	C	A
FC Specialist - Lome	ance Contr	C	B	C	C	D	C	B	C	A	C	A	C	A	-	C		C	B	B	D	B	A
FC Specialist - Cotonou	ance Contr	C	B	C	C	D	C	B	C	A	C	A	C	A	-	C		C	B	B	D	B	A
FC Specialist - Systems & Gen L	ance Contr	C	B	C	C	C	C	C	D	A	B	B	A	C	B	B		B	B	C	D	C	B
FC & Logistics Specialist	ance Contr	B	A	A	C	C	B	A	C	A	C	A	A	A	-	B		C	C	B	D	B	A
FC Accounts Payable Spec	ance Contr	C	B	C	C	C	C	B	B	A	B	A	C	A	-	C		C	B	-	D	B	B
Materials Control Specialist - LE	ance Contr	B	A	A	C	A	B	A	B	A	C	A	A	A	-	C		C	C	B	C	B	A

Rating: A) Appreciation, B) Basic Practitioner, C) Advanced Practitioner, D) Expert

Functional Competencies

The Functional Competency Profile

Below is an example of a single job showing the 'leaning requirement' for each functional competency. The final part would involve linking each rating to the precise training programme required to provide the individual with the necessary knowledge / skills.

Finance - Control

M

Job Profile:
FC Analyst - LBCS   **Division:**   **Dept: Finance Controls**

Functional Competency		Learning Requirement	Learning Programme
1. internal accounting policies	d	leads on accounting control processes	
2. Budget process and procedures	b	applying the p&p	
3. Cash management	c	managing cashflow	
4. Internal control procedures	c	operating the internal controls	
5. Taxation / Tax laws of all countries in region	d	identifying relevant tax in country laws fo	
6. IFRS	c	detailed understanding & application of I	
7. IPA requirements	b	applying the IPA	
8. Fixed Asset Policy	b	basic understanding of FAP	
9. Customer invoicing	a	appreciation sufficient	
10. Disposal procedures	c	assist in setting up controls	
11. Commercial agreements	a	appreciation sufficient	
12. Ageing analysis	c	ageing analysis for suppliers	
13. Financial Modelling	a	appreciation sufficient	
14. Shareholders agreement (SHA)	-		
15. Contract and procurement procedures	c	application of C&P P&P	
16.			
17. Logistics procedures	c	applying logistics procedures	
18. Stock valuation and costing	c	review postings	
19. Project Management	b	assist in PM process	
20. Accounting knowledge	D	qualified accountant	
21. Accounting Software	c	broad use of financial system	
22. ERP	b	limited use of ERP sys	

Technology

Technology Support

Choosing the Correct Technology Platform

Having developed a sophisticated **Talent Management** process it is likely that you will require customised software to support your needs. On this front we offer two services.

If your needs are at a basic level we can offer web based applications designed to provide most of the functionality seen in our presentations.

Alternatively,

We can work with you in customising your in-house systems to deliver our processes. If necessary, we can also work with you in identifying

Benefits of the Meir approach

Summary

- An integrated framework providing a solid foundation for all HR related activities e.g. performance management, pay and grading, job profiling, succession planning, selection, personal development

- Supports strategic activities such as M&A, change management

- Provides a multi - level view and understanding of each job and each person in the organisation

- Provides everyone with a clear understanding of how they can progress through the organisation

- Can be fully integrated with the Reward data from all major providers

Meir Clients

Banking Sector

Contacting Us

How to reach us

We have a global reach and an impressive client base so why not get in touch to see how we can help your organisation meet its goals.

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