



Meir - Job Evaluation

High performing organisations all have one thing in common -

'A Job Architecture programme designed to optimise their workforce'

HAY invented it, the rest copied it and **Meir** took it to another level.

Meir - where job evaluation means so much more than just a job grade!

Think  Job Evaluation



Summary – Why MEIR?

- **A Bespoke HR Consultancy** - MEIR provides leading edge HR solutions but with a personal touch; large enough to have global products, small enough to be flexible. We have off the shelf solutions that can be tailored to meet your needs. We give you what you need, not just what we have.
- **Global Reach** - MEIR products have been used across Europe, Africa and the Middle East by major corporations.
- **Local Focus** - MEIR has over 30 years experience of supporting clients across the world including 20 years in Ghana across a wide range of sectors.
- **Sectoral Diversity** - MEIR has worked across multiple sectors including Oil & Energy, Banking, Insurance, Mining, Manufacturing, Retail, Public Sector, even satellite communications.
- **Experienced consultants** - MEIR only has Director level consultants; so you will never pay for someone else's training.



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Overview – The Uniqueness of Meir JE

HAY invented job evaluation in the 1950s; all the other major consultancies developed their own versions based on HAY's concept. Meir started in 1992 and reinvented the JE process by building a simple tool based on a competency framework, eliminating the need for more complex job evaluation processes and providing a solid foundation for a range of HR processes .

Whether you are an established global corporation or a fast-growing start-up, you need to know how each job in your organisation contributes to your strategic goals. Job evaluation shows why, how and where work is done, and can help you create and maintain the right reward structure for your business.

Competency based Job Evaluation goes beyond this and provides the basis for a full range of people management processes, including talent management / performance management programmes, and facilitates succession planning, enabling organisations to enhance their performance and maximise the potential of their employees to the mutual benefit of both employee and employer.

Leading organisations understand the value of competencies in unlocking the potential of their people. However, only a few have managed to develop a holistic approach designed to improve performance across their organisations.

At Meir we have been pioneers in this area for the last 30 years and our global client base has benefited from our unique, seamless and transparent approach, enabling them to implement excellent people management systems.



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The Meir Global Career Framework

The MEIR approach is based on competencies and is 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 evaluation process that facilitates the development of effective job classification and pay structuring solutions.

Beyond this it can lead to the introduction of a company specific functional competency framework and the development of an increasingly effective performance management processes.



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Why Chose Meir Job Evaluation

Meir JE is a simple yet very robust and sophisticated competency based process. It

- is simple to use, easy to explain and totally transparent
- enables line managers to be actively involved in the JE process
- places ongoing ownership of the process with you (not us)
- is often used to support organisational change
- seamlessly links with Meir reward data and all other pay databases
- is culturally neutral and globally comparable
- is a tried and tested competency based grading solution
- removes the need for time consuming JE committees
- links job evaluation and performance management
- is the simplest and most practical way of introducing competencies into your organisation

Installing a job evaluation framework

Whether you are looking for your first job evaluation process, or need a new one to fit your changing needs, we can help you install a first class process quickly and cost effectively. There is nothing simpler than Meir Job Evaluation!

Maintaining a job evaluation framework

Once you have installed Meir JE, it is critical to keep it up-to-date and preserve the integrity of your new structure. This can be challenging in the face of market and employee demands, however, during the implementation process we will have provided you with the skills to maintain the process yourselves. Should you require further support we will always be at your service.

ING Bank, Ashanti Goldfields, GCB Bank, GCAA, GCL, Ghana Cement, MODEC, UMB and WAPCo are just some of the organisations who had the foresight to '**think outside of the box**' and chose Meir over the more established consultancies.



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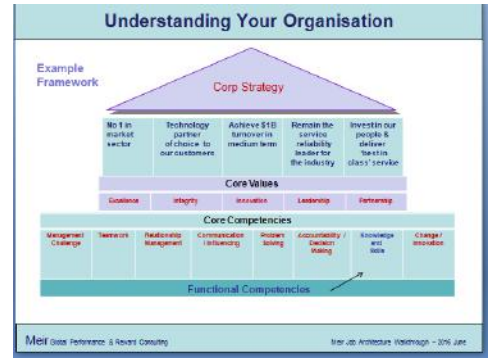
Implementing Meir JE

The **first step** is for us to gain a thorough understanding of your organisation, including business strategy, vision, values, future goals and organisational structure.

The **next step** is to use our core competency model to profile each position in the organisation. Consistency is assured by checking each profile against our Global Career Framework and against all other jobs in your organisation and our database.

Finally, an appropriate grade structure is agreed and applied. With the job profiling complete, we then build an employee database, linking each individual in the organisation to a relevant job profile.

A **pay model** is then built for the organisation reflecting your company requirements and relevant market data. Each employee is linked to the appropriate pay scale enabling you to produce current and future cost analyses by individual, level and / or function.



The Meir Global Career Map

Meir Global Grade	Executive	Management / Supervisory	Professional / Technical	Admin / Technician	Your Grade
14	Ex14 - Global				
13	Ex13 - Large				
12	Ex12 - Medium				
11	Ex11 - Small				
10		MG10 Functional Lead			
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		
4			PT4 - Associate	AT4 - Specialist	
3			PT3 - Entry	AT3 - Sr Admin	
2				AT2 - Admin	
1				AT1 - Entry	

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Career Ladder for HR Function

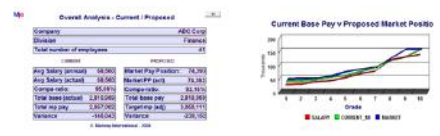
Below is an example of how the jobs in your HR function may look after they have been profiled. Once again these will vary for each organisation

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			

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Modeling the Pay Data

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



The table on the left shows the current costs versus the proposed costs. The graphic illustrates the same information.

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Meir Job Architecture

Meir JE forms the foundation for the Meir Job Architecture process. Once all of the jobs have been profiled you can then use the output to develop a comprehensive set of people management processes. We have developed a customisable 4-step approach for delivering precisely what your organisation requires. The four steps are as follows:

Key Steps	Key Elements
Phase 1 - <i>Meir JE</i> Establish Global Job Levels / Grades	<ul style="list-style-type: none">Jobs organised by function and familyNumber of levels IdentifiedLevelling criteria developedJobs mapped to levels using the 'Meir Core Competency Model'
Phase 2 Establish consistent Job Titles, Job Families and Career Ladders	<ul style="list-style-type: none">Jobs reviewed for consolidation opportunitiesJob title nomenclature and consistent classification based on the Meir Core Competency modelJobs organised into career progressions/ pathImplement compliance and governance process
Phase 3 Establish Performance / Talent Management Processes	<ul style="list-style-type: none">Talent Management model developedPerformance management process updatedOptional Functional / Technical competencies DevelopedSeamless integration and implementation of all components
Phase 4 Integration of all parts of the Job Architecture process	<ul style="list-style-type: none">Job levelling and global grading fully integratedGlobal pay structures developedHRIS, Resourcing, and Talent Management systems integrated and loaded with consistent titles, levelling, and grading InformationCentralised job content repository implemented



Meir Clients



Energy Sector Clients



WEST AFRICAN GAS PIPELINE COMPANY



bp

Exxon



ND NIGERDOCK

MOTUL



Banking Sector Clients



WORLD BANK GROUP



BUILDING TEAM SPIRIT TOGETHER





Other Sector Clients



RIVER ISLAND





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.

For further Information visit us at www.meirglobal.com

or call us on: +44 20 8870 3944

And ask for Simon Norridge or Insel Jemal

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