gradar

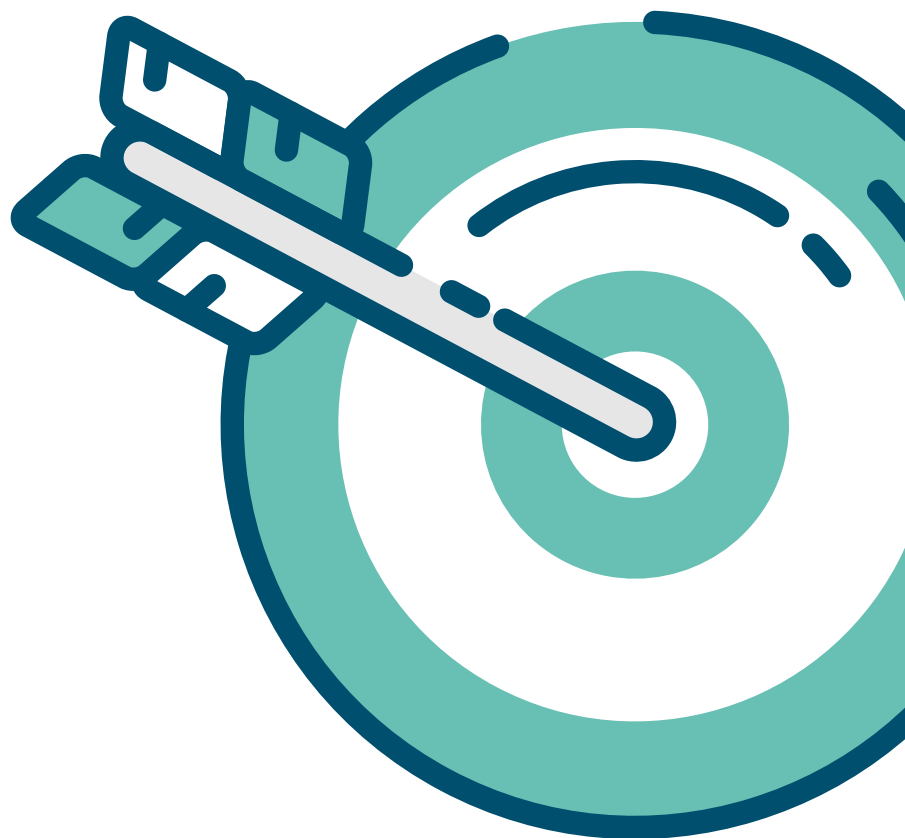**the job evaluation engine**

Job evaluation easily done.

analytic. reliable. fair.

gradar - the job evaluation engine

gradar is an advanced, web-based and economically priced tool that can be used as a standalone job evaluation system directly by organisations or through independent compensation consultants as part of their customer projects.

gradar offers:

- a modern, state-of-the art user-interface
- job grading for individual contributor, people and project management roles
- localisation in more than 20 languages
- compatibility with existing compensation surveys and labour agreements
- an attractively priced license model
- hosting on European servers and a license contract under German law
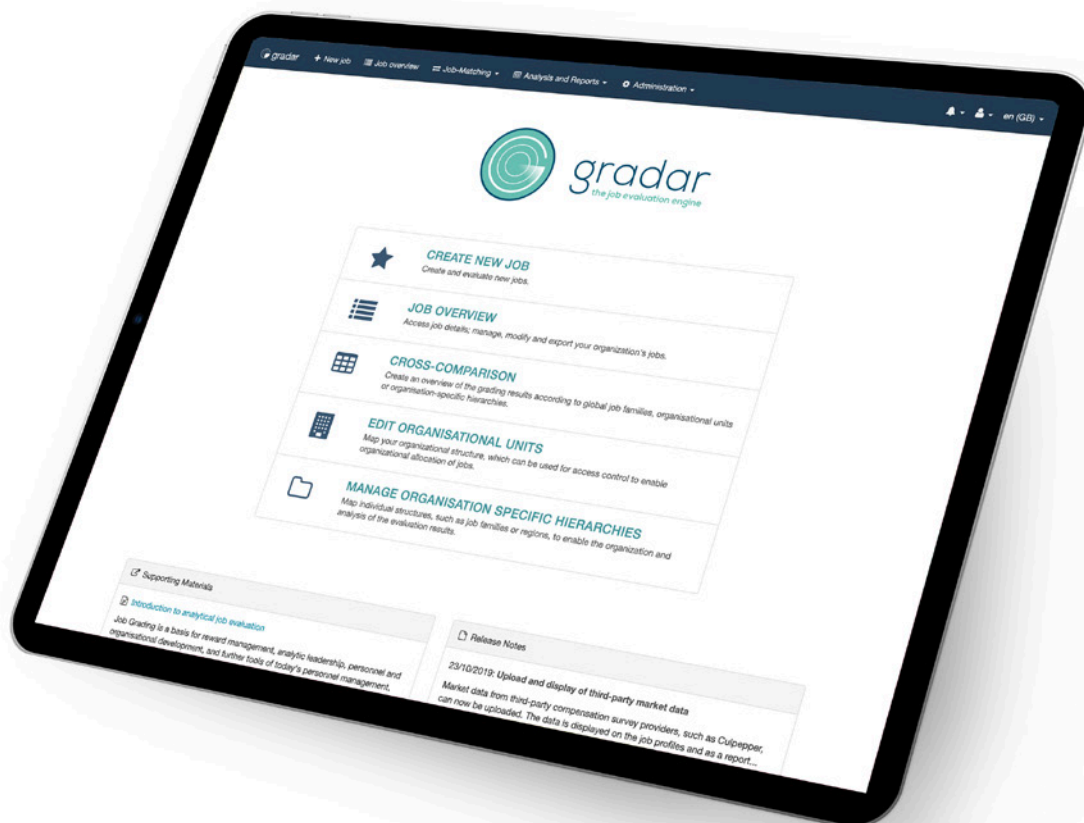
What is analytical job evaluation?

The concept of job evaluation describes a standardised approach to analyse and evaluate jobs within an organisation based on their formal work requirements. Common synonyms are job grading and position evaluation.

Analytical job evaluation only takes into consideration the position's factual requirements, neither the incumbents' performance nor the position title or the reporting line.

An analytical job evaluation

- shows the requirements of a position
- evaluates positions within an organisation
- determines the relative value of a position
- shows positions with a comparable set of requirements on the same level (=grade)
- facilitates the matching of a person's qualifications and skills with job requirements

Jobs

Grades

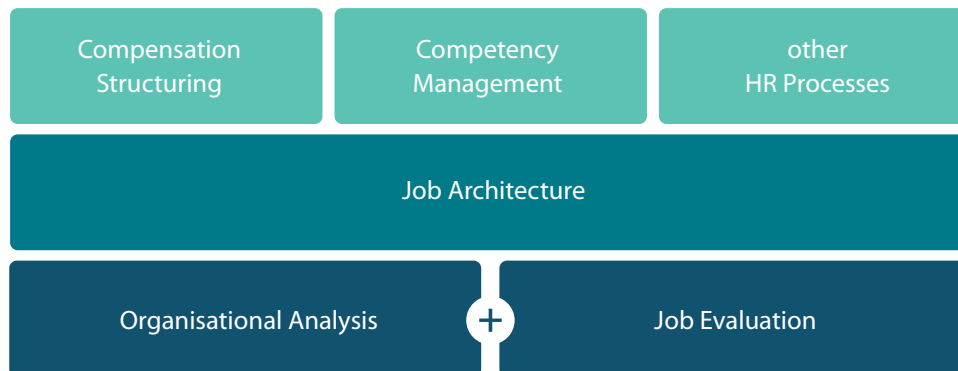|				
4	■	■	■	▲
3	●	■	●	▲
2	●	■	◆	▲
1	●	◆	◆	◆
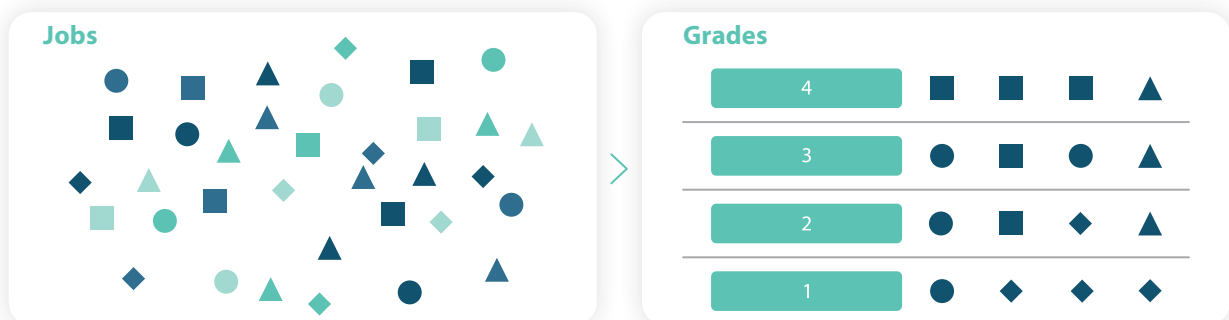
A job architecture that is tailor-made to meet the requirements of the company can be developed from an analytical job evaluation.

The job evaluation results provide the basis for the creation of organisation specific levels and career paths with corresponding requirements.

When do you need job evaluation?

Nearly every organisation reaches a point in its development when the organically grown HR processes need a systematic structure. If a common basis is missing, it is often difficult to align HR instruments with each other and the implementation of new services and processes is hindered.

Compensation Structuring	Competency Management	other HR Processes
Job Architecture		
Organisational Analysis +		Job Evaluation

Job evaluation and thus defining the framework of job requirements can provide core HR management processes with a substantial foundation and may improve workflows.

At the same time it can point out flaws in the organisational structure and show possible solutions.

- an overview of requirement profiles and the distribution of jobs in the company provides important information for **workforce planning** and HR analytics

- transparent and consistent criteria for promotion and performance evaluation enhance **employee motivation**

- comprehensible classification principles and pay bands help to avert friction losses in **compensation negotiations**

- clear definitions of requirements make **recruiting** and onboarding efforts easier

- an analysis of the organisational structure before a period of growth supports the principle of form follows function and enables delayering initiatives

- a unified understanding of jobs and levels of contribution helps entities to grow together after mergers or acquisitions

The story of gradar

Even today job evaluation is done more than often with obsolete evaluation factors and rather inflexible and difficult to use systems.

In a time where companies and employees have to face permanently changing challenges these legacy systems often impede the necessary changes in career paths and people development plans and often cause high administrative expenses.

Competitive compensation structures, good working conditions, and efficient personnel and organisational development are the core supporting factors of a company's success.

Therefore, gradar was developed from scratch with the aim of creating a practical and comprehensible job evaluation system, free of gender or age discrimination. gradar incorporates current findings of work science and organisational theory as well as the practical experience gained in scores of job evaluation projects. Each milestone was tested for relevance and reliability in business practice.

The modern, web-based job grading system www.gradar.com is user-friendly and can be used to evaluate positions of individual contributors, project managers and people managers. It is compatible with existent compensation surveys and labour agreements as well as the European Qualification Framework (EQF) and can be applied across divisions and companies.

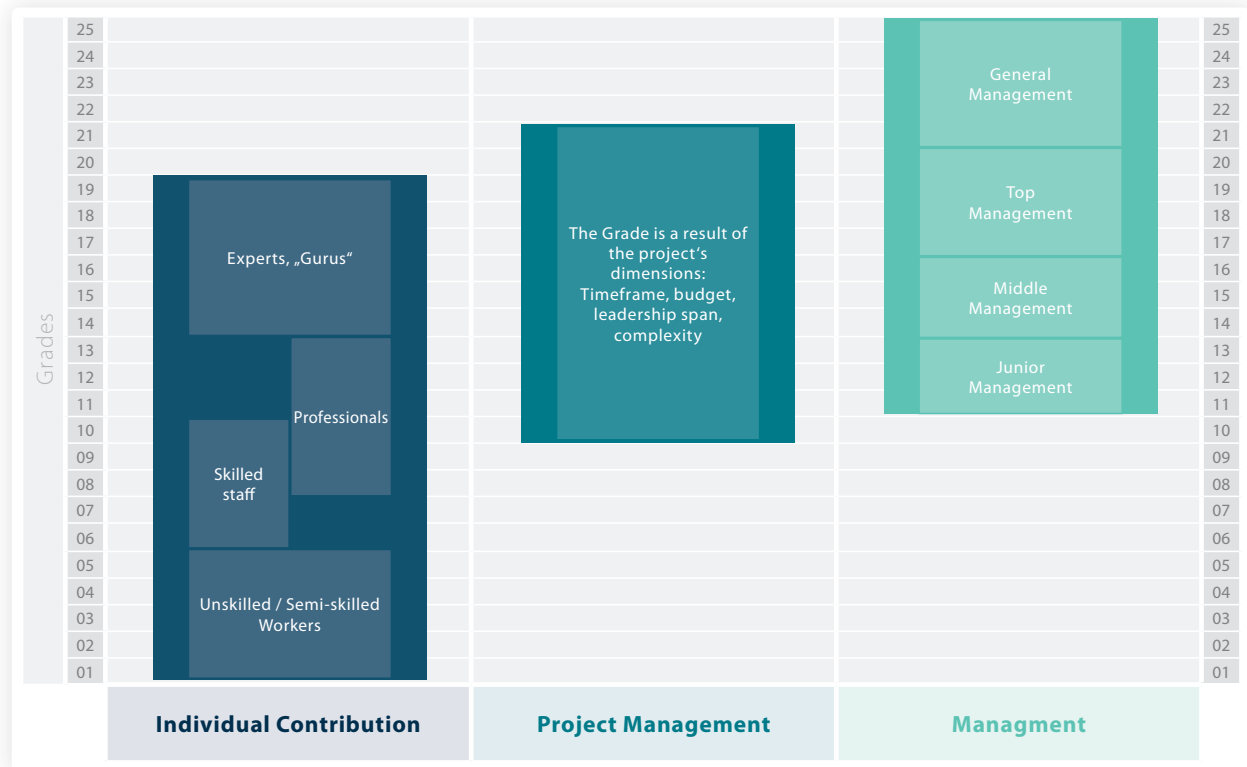**Job evaluation with gradar provides the basis for**

- a compensation structure that meets today's requirements of distributive and procedural fairness
- job matching to compensation survey positions
- up-to-date job descriptions and efficient workforce planning
- appropriate personnel selection and recruitment procedures
- analytic leadership and evidence based decisions (HR analytics)
- competitive personnel and organisational development
- unified structures of title and job families
- systemisation and integration of hr management processes

and can easily be used on an international scale as well.

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gradar career paths

According to the content of the position, the user can choose among the career paths of individual contributors, project management, and management.
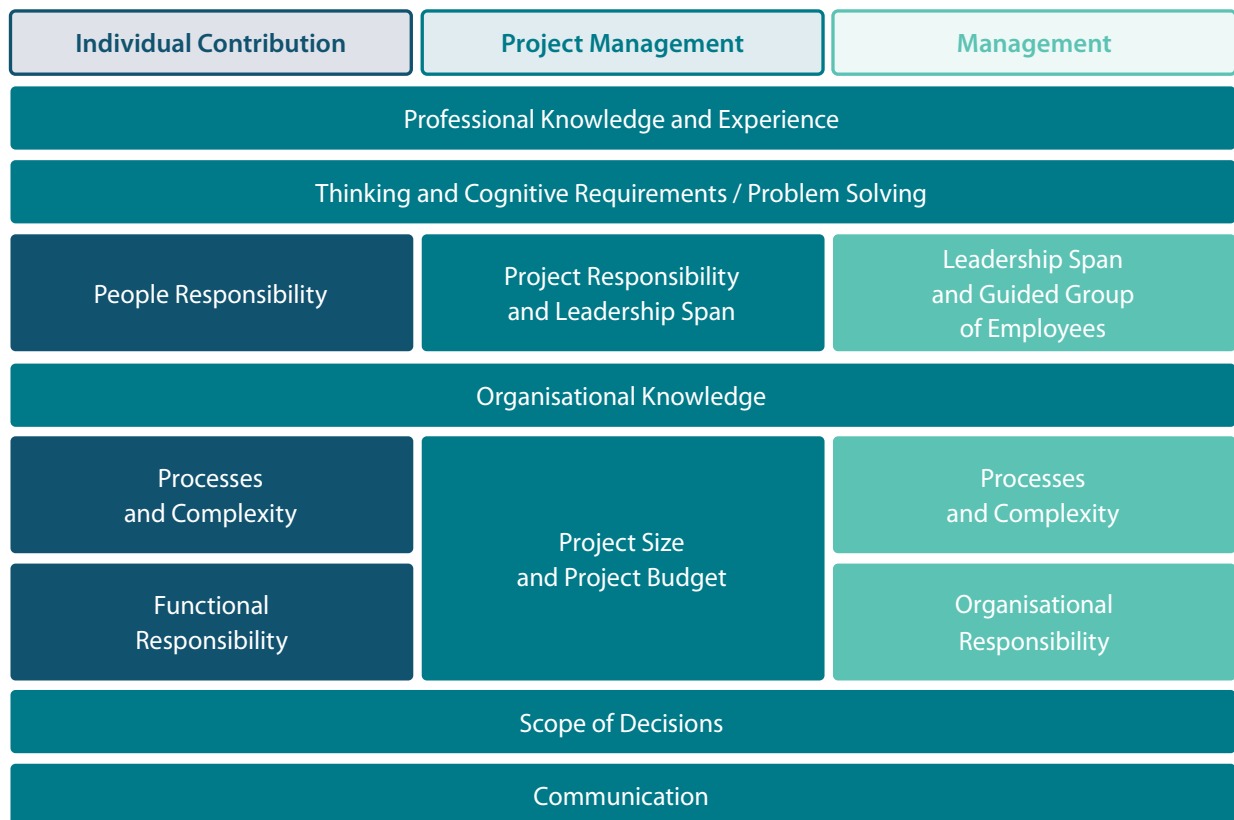
Grades	Individual Contribution	Project Management	Management
25			
24			General Management
23			
22			
21		The Grade is a result of the project's dimensions: Timeframe, budget, leadership span, complexity	
20			Top Management
19	Experts, „Gurus"		
18			
17			
16			Middle Management
15			
14			
13	Professionals		Junior Management
12			
11			
10			
09	Skilled staff		
08			
07			
06			
05	Unskilled / Semi-skilled Workers		
04			
03			
02			
01			
	Individual Contribution	**Project Management**	**Managment**

Individual Contribution

The position contributes mainly through the application and development of specific skills. Professionals contribute typically individually or as members of an organizational unit.

The responsibility may extend from the execution of individual tasks of an unskilled worker to the technical management of a discipline as an expert. Disciplinary leadership does not belong to the core tasks.

Project Management

The core objective of the position consists of project management.

Coordination, planning and distribution of personnel, resources, budgets, etc. in the context of time-limited one-time projects (product or service).

Management

The position has its emphasis on disciplinary management of employees and organizational units and budget responsibility.

The result is achieved indirectly through leadership, promotion, support and motivation as well as functional use of the resources available to achieve these goals.

Which job evaluation factors does gradar use?

The factors are derived from proven criteria of job requirements and are validated through the most recent findings in work sciences. Based on career path specific and shared factors gradar calculates the value of the position. The result is a level between gradar Grade 1 to 25.

Career path specific factors

Individual Contribution	Project Management	Management
Professional Knowledge and Experience		
Thinking and Cognitive Requirements / Problem Solving		
People Responsibility	Project Responsibility and Leadership Span	Leadership Span and Guided Group of Employees
Organisational Knowledge		
Processes and Complexity	Project Size and Project Budget	Processes and Complexity
Functional Responsibility		Organisational Responsibility
Scope of Decisions		
Communication		

How does gradar the job evaluation engine work?

1.

Organisation Analysis

In a first step the organisation is examined regarding its geographical scope, its business units, reporting lines and other dependencies. Furthermore, the terminology of gradar needs to be clearly defined and organisational units are entered into the system.

The company administrator may grant access rights depending on these organisational units within gradar.

2.

Job Evaluation

Through interviews with managers the relevant requirements of the position are assessed by the selection of adequate factor levels. If available, job descriptions or job ads can be used to obtain further information. The proper career path can be selected and the position can be evaluated accordingly.

3.

Cross Comparison

The Enterprise version of gradar displays cross comparisons of jobs from different organisational units or job families with one click. This feature allows to visualise the distribution of jobs across grades, organisational units and job families in real time. Several filter options are available.
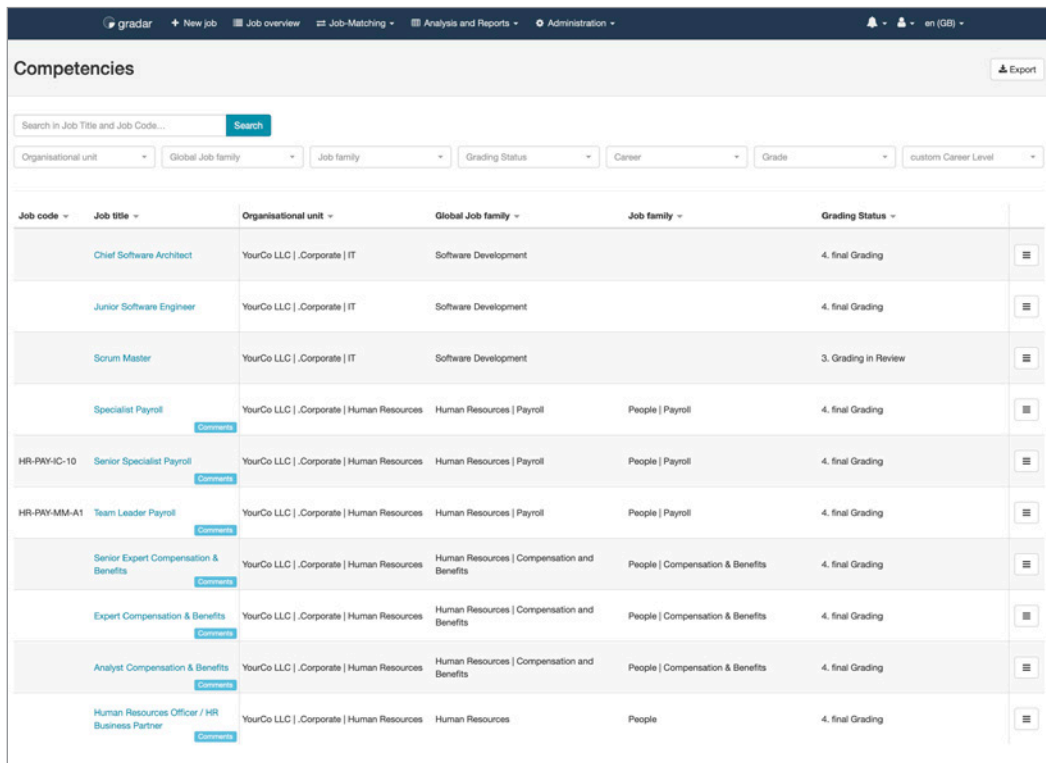
An alternative view is provided by a fully searchable list with equivalent filter options. Each result is documented in an individual job-grading history.
The list view and cross comparison can be exported as excel spreadsheets.

This makes gradar special

gradar is easy to use, transparent and delivers comprehensible results. It assists the user in an intuitive and self-explanatory manner. Thus the users keep their sovereignty over their own data and the job evaluation process.

Benefits of a job evaluation with gradar:

- flexible job grading of all kinds of jobs, including modern project orientated work
- ideal matching of candidates to jobs through precise job requirements
- accelerated onboarding of new employees
- basis for fair and competitive compensation
- unified job evaluations facilitate the integration of new company units
- reduced administrative costs
- easy implementation, also across different countries
- great user-friendliness
- results are comprehensive for everyone involved
- compatible with existing compensation surveys and labour agreements

Right person. Right job. Right time.

Competency management is a structured approach used to link a person's competencies to the specification of a certain role within your company. The comparison of 'target' and 'actual' profiles can be used to plan for further training, personnel development and succession planning.

The TMA competency model.

The TMA model is made up of 53 competencies, subdivided into four levels:

- General
- Operational
- Tactical
- Strategical

These subdivisions ensure a real-life fit of behavioural examples to the different levels of jobs within a job family or career ladder.
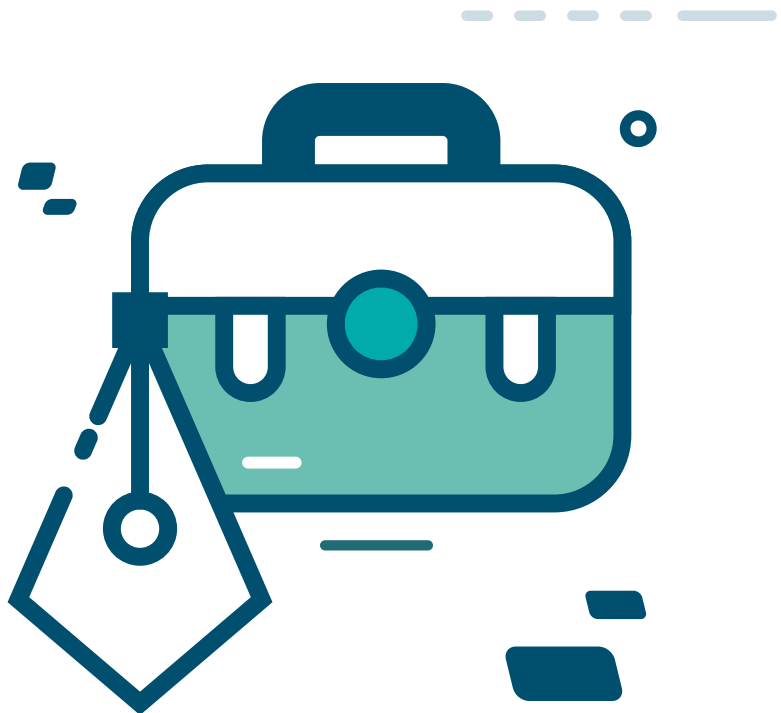
TMA and gradar

We automatically translate your job evaluation results into up to seven TMA competencies as part of the grading process. The selection is based on career path, job grade and global job family, with reports easily filtered and exported as an editable Word document.

We used an evidence-based approach to select general competencies for every career path and range of grades. These are then combined with specific competencies for each global job family, career path and range of grades.

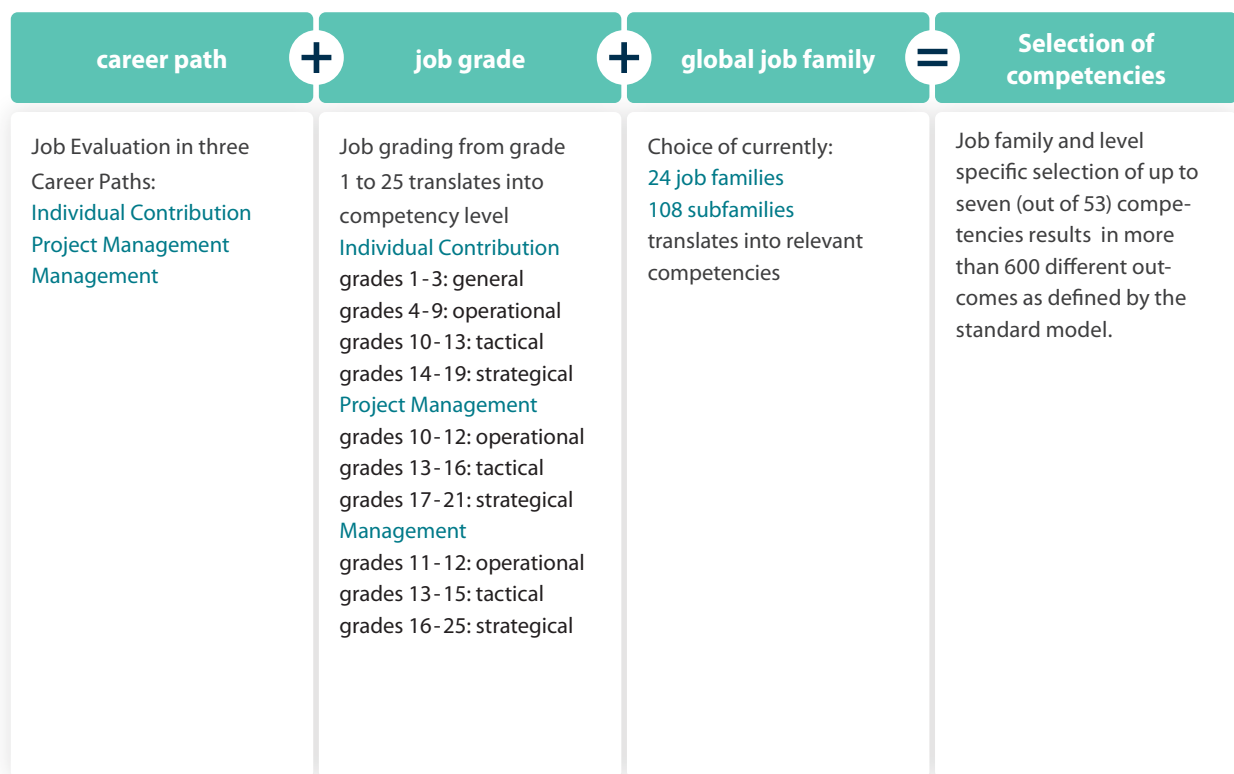| career path +	job grade +	global job family =	Selection of competencies
Job Evaluation in three Career Paths: Individual Contribution Project Management Management	Job grading from grade 1 to 25 translates into competency level **Individual Contribution** grades 1‑3: general grades 4‑9: operational grades 10‑13: tactical grades 14‑19: strategical **Project Management** grades 10‑12: operational grades 13‑16: tactical grades 17‑21: strategical **Management** grades 11‑12: operational grades 13‑15: tactical grades 16‑25: strategical	Choice of currently: 24 job families 108 subfamilies translates into relevant competencies	Job family and level specific selection of up to seven (out of 53) competencies results in more than 600 different outcomes as defined by the standard model.

As with our job evaluation system, we want to provide a bespoke service to our clients. Matching competencies to jobs and people is a difficult process with a number of variables specific to each business. There isn't a 'one size fits all' approach, so we adapt to the level of customisation you need.

Our system allows you to:

- Manually overwrite job-specific competency matches
- Amend competency definitions or behavioural examples
- Re-map the TMA catalogue to suit your company
- Integrate a custom competency model

Best predictors for on-the-job performance are intelligence and conscientiousness, so we chose the closely-related competencies of "learning ability", "problem analysis" and "workmanship" as default within the Individual Contributor career path.
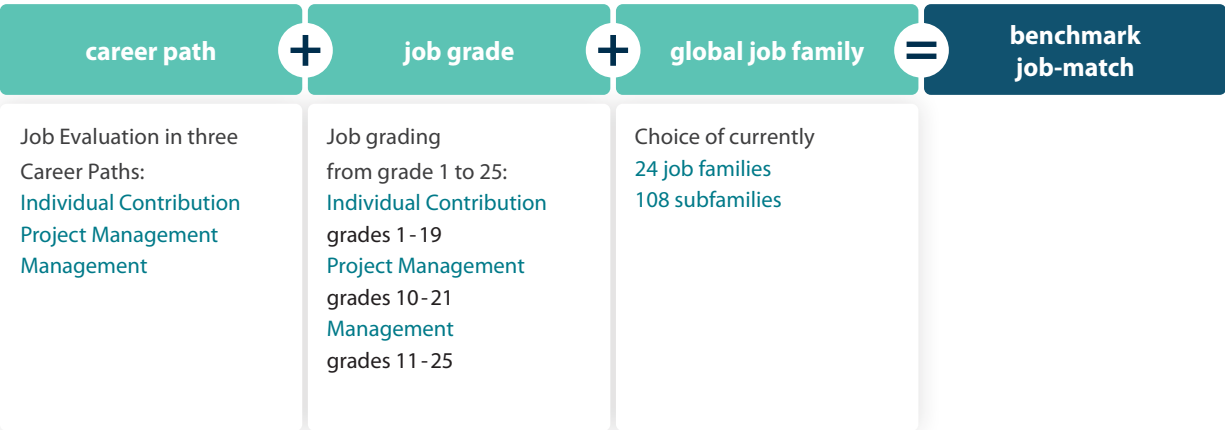
For the management career path we chose different competencies for the operational, tactical and strategic range that account for the specific nature of the associated management tasks.

Our selection of project management competencies was inspired by TMA's result area of "planning and organising".

Grades	Individual Contribution	Project Management	Management	
25			**strategical**	25
24				24
23				23
22			Business Orientation,	22
21		**strategical**	Managing,	21
20		Decisiveness, Organization Sensitivity,	Networking, Vision	20
19	**strategical**	Persuasiveness, Planning and Organizing,		19
18		Problem Analysis, Result-Orientedness,		18
17	Learning Ability,	Verbal Expression		17
16	Problem Analysis,	**tactical**	**tactical**	16
15	Vision	Decisiveness, Learning Ability,	Decisiveness,	15
14		Persuasiveness, Planning and Organizing,	Developing Employees,	14
13	**tactical**	Problem Analysis, Result-Orientedness, Written Expression	Managing	13
12	Learning Ability,	**operational**	**operational**	12
11	Problem Analysis, Workmanship	Attention To Detail, Learning Ability,	Controlling Progress, Leadership of Groups, Managing	11
10		Planning and Organizing, Problem Analysis,		10
09	**operational**	Result-Orientedness, Workmanship,		09
08		Written Expression		08
07	Learning Ability,			07
06	Problem Analysis, Workmanship			06
05				05
04				04
03	**general**			03
02	Learning Ability, Problem Analysis,			02
01	Workmanship			01
	Individual Contribution	**Project Management**	**Management**	

gradar supports intelligent job matching

gradar offers an automated translation of its job evaluation results into survey specific job codes from multiple vendors.

career path	**+**	job grade	**+**	global job family	**=**	benchmark job-match
Job Evaluation in three Career Paths: Individual Contribution Project Management Management		Job grading from grade 1 to 25: Individual Contribution grades 1 - 19 Project Management grades 10 - 21 Management grades 11 - 25		Choice of currently 24 job families 108 subfamilies		

These job codes can then be used to quickly and easily access separately acquired market data.

Compensation Components	Actual data
Base Pay Basic Guaranteed Compensation	**60,000**
Total Cash Compensation Base Pay + Short Term Incentives	**66,000**

Benchmark Data					
10th percentile	25th percentile	Median	75th percentile	90th percentile	Average
55,404	64,163	**69,809**	82,626	96,649	**73,594**
58,536	67,659	**70,931**	85,328	96,645	**76,035**

Market Deviation (Compa-Ratio)					
10th percentile	25th percentile	Median	75th percentile	90th percentile	Average
8 %	- 6 %	**- 14 %**	- 27 %	- 38 %	**- 18 %**
13 %	- 2 %	**- 7 %**	- 23 %	- 32 %	**- 13 %**

The individual compa-ratio analysis compares an employee's current salary with the market benchmark (e.g. median-based pricing). A compa-ratio (short for "comparative ratio") is a measure of the relationship between actual and reference rates of pay as a percentage.
Compa-ratios can be used to learn about the overall market deviation (the relationship between market prices and actual rates of pay). An overall compa-ratio of 98% states that on average employees are paid 2% below market reference point (in this case market median prices).

Insight into US-American and European compensation management practices

There is a difference between how US-American and European companies use job evaluation. In our experience American companies often focus on the "price" of a job whereas many European companies focus on the "value" of a job and subsequently use this value to determine a wage/salary range.

The difficulty with the former practice is that many companies compare their jobs to the wrong levels in the benchmark surveys resulting in significant pay budget losses. gradar dramatically enhances the American market job pricing strategy by ensuring jobs are levelled correctly.

Eliminating subjectivity from the job analysis process saves the company a significant amount of money and easily pays for the gradar platform tenfold

Licences

	B basic	**S** starter plus	**P** professional plus	**E** enterprise
	0 €	2.000 €	4.000 €	6.000 €
	0 $	2,100 $	4,000 $	6,000 $
	0 £	1,800 £	3,600 £	5,400 £
		/yr plus VAT	/yr plus VAT	/yr plus VAT
Job Evaluation	not stored on server	up to 75 jobs	unlimited jobs	unlimited jobs
20+ language versions	✓	✓	✓	✓
Three gradar career paths: Individual Contributor, Project Management, Management	✓	✓	✓	✓
Detailed factor descriptions	—	✓	✓	✓
Global Job Families, incl. detailed definitions and typical activities	—	✓	✓	✓
Company specific grading levels: Create your own levelling system based on gradar grades and configured variables	—	✓	✓	✓
Results Management / Documentation				
Copy and paste: Results copied to clipboard	✓	✓	✓	✓
Draft, save and resume: Data stored on server	—	✓	✓	✓
Comment on and document the grading results	—	✓	✓	✓
Upload of jobs and company specific variables	—	✓	✓	✓
Upload of job descriptions and other documents	—	✓	✓	✓
User / Access Management	1	1	3	6
Multi-user license (additional user licences are priced at € 250/yr)	—	✓	✓	✓
Standard User Types	—	✓	✓	✓
Unlimited number of read-only-users	—	—	✓	✓
Functional, role-based access management built on default group policies	—	✓	✓	✓
Fully customisable, enterprise-grade access management based on group policies together with organisational structures and locations/populations	—	—	—	✓

✓ = available — = not available *implementation at cost depending on expenditure

Version as of January 1st, 2023

	basic (B)	starter plus (S)	professional plus (P)	enterprise (E)
	0 €	2.000 €	4.000 €	6.000 €
	0 $	2,100 $	4,000 $	6,000 $
	0 £	1,800 £	3,600 £	5,400 £
		/yr plus VAT	/yr plus VAT	/yr plus VAT

Competency Management (TMA competency library)

	basic	starter plus	professional plus	enterprise
Default model based on gradar's global job families	—	✓	✓	✓
Customisation of job specific competencies, based on global model	—	✓	✓	✓
Company specific model based on custom variables and/or competencies	—	—	—	✓ *

Working Conditions

	basic	starter plus	professional plus	enterprise
Custom model to assess the working conditions in an organisation	—	—	✓ *	✓ *

Job Matching

	basic	starter plus	professional plus	enterprise
Job matching to compensation surveys based on gradar's global job families and QPM's compensation survey rosetta stone	—	✓	✓	✓
Localised job matches, to adjust global job matches for locations / populations	—	✓	✓	✓
Custom job matching tables to benchmark job codes / labour agreements	—	—	—	✓ *

Compensation Information

	basic	starter plus	professional plus	enterprise
Upload and integration of third-party data, e.g. compensation surveys that need to be purchased separately	—	✓	✓	✓
Compensation structuring, design and setup of e.g. pay bands	—	✓	✓	✓

✓ = available   — = not available   *implementation at cost depending on expenditure
Version as of January 1st, 2023

	basic	starter plus	professional plus	enterprise
	B	**S**	**P**	**E**
	0 € 0 $ 0 £	2.000 € 2,100 $ 1,800 £ /yr plus VAT	4.000 € 4,000 $ 3,600 £ /yr plus VAT	6.000 € 6,000 $ 5,400 £ /yr plus VAT

System Customisation

	basic	starter plus	professional plus	enterprise
Dedicated subdomain	✓	✓	✓	✓
Custom logo upload	—	✓	✓	✓
Custom variabels (e.g. job families, regions, etc.) with detailed discription	—	✓ 3	✓ 3	✓ 6
Custom organisational structure (for access management in Enterprise Edition)	—	✓	✓	✓
Organisation specific wording	—	—	—	✓ *

Analytics & Reports

	basic	starter plus	professional plus	enterprise
Cross Comparison	—	✓	✓	✓
Export of tabular grading results / competencies in CSV / XLSX	—	✓	✓	✓
Export of job specific grading results / competencies in DOCX	—	✓	✓	✓

Security

	basic	starter plus	professional plus	enterprise
Hosting in data centre of Telekom Deutschland, certified CSA Star Level 2, Trusted Cloud Data Protection Profile (TCDP) 1.0, ISO 9001, 14001, 22301, 20000, 27001, 27017, 27018, TÜV Trusted Cloud	✓	✓	✓	✓
Comprehensive overview of technical and organisational measures for data protection in accordance with Article 32 of the GDPR	✓	✓	✓	✓
Two-factor authentication (2FA), which effectively protects a user account from unauthorised access.	—	✓	✓	✓
Single Sign-On (SSO) with Google Workspace, Microsoft Azure or Okta. Use your organisation's identity access management to log users into the gradar app.	—	—	✓	✓

✓ = available — = not available *implementation at cost depending on expenditure
Version as of Juanuary 1st, 2023

gradar guarantees:

- highest data security: server based in Europe, encrypted connection
- US-American, British or German license agreement
- complete cost control: license without additional costs
- reliable results

Job evaluation
easily done.

www.gradar.com
gradar the job evaluation engine

is a product of

Please note:
The screenshots displayed are made as of
August 2019 with the Enterprise version of gradar.