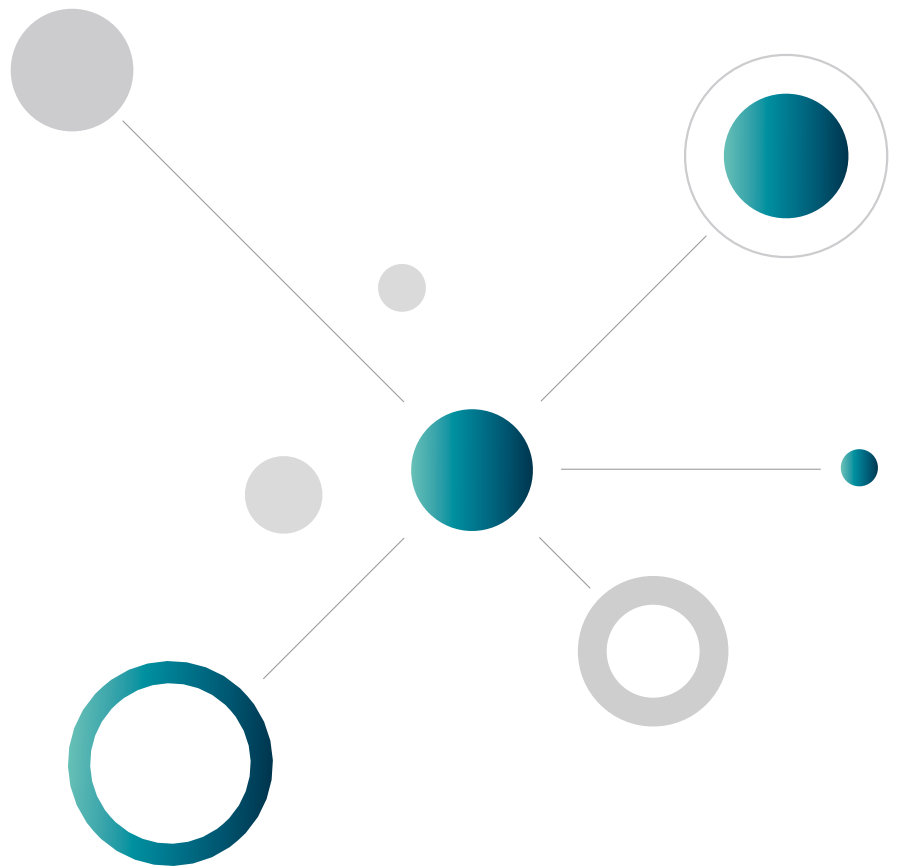




gradar
the job evaluation engine

job evaluation easily done.

analytic. reliable. fair.



gradar – the job evaluation engi-

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 nine 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



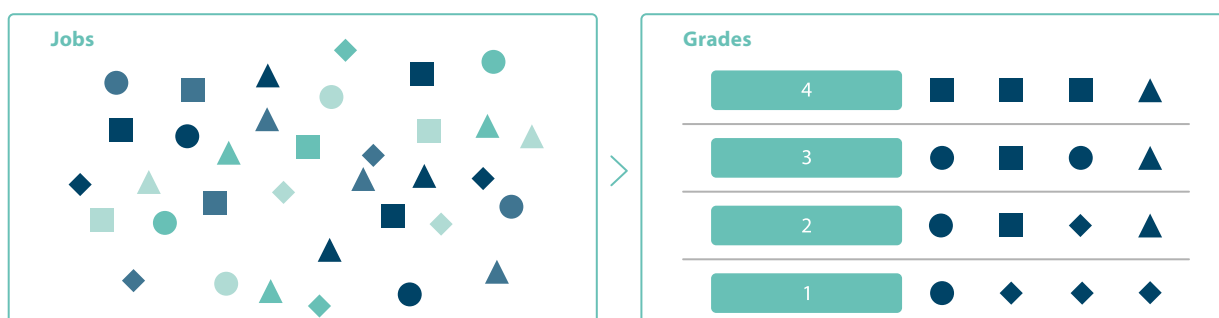
what is analytical job evaluation?

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

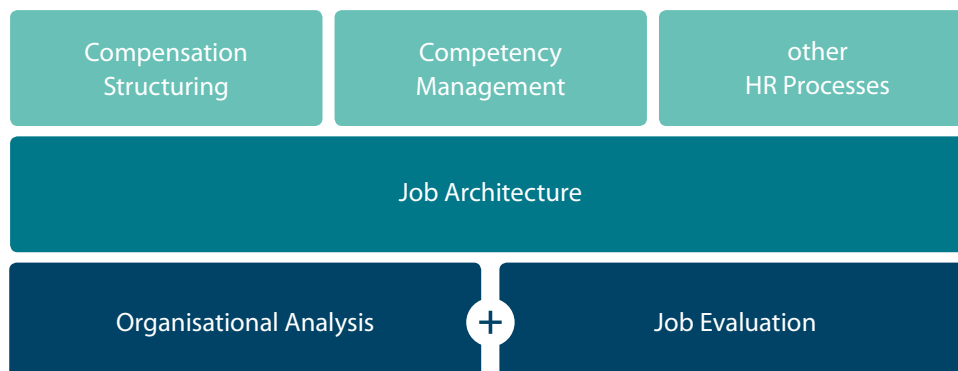


A job architecture that is tailor-made to meet the requirements of the company can be developed from an analytical job evaluation.

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.



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.

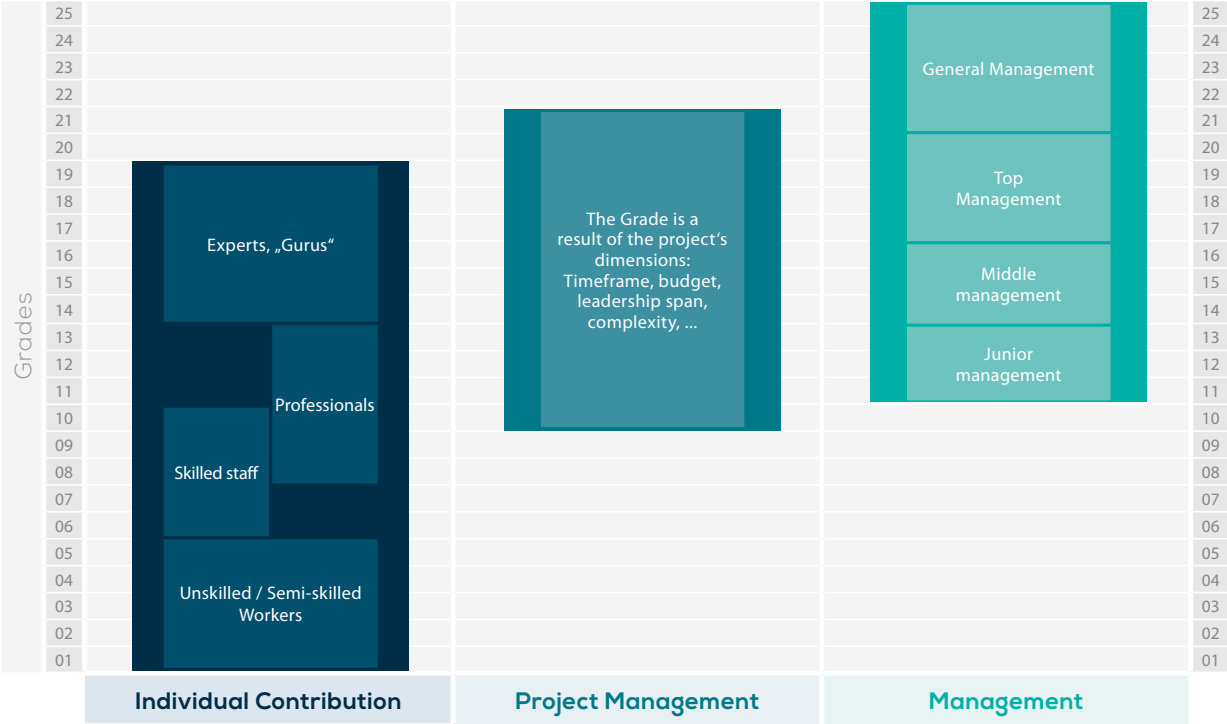
Job evaluation with gradar provides the basis for

- 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.

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.

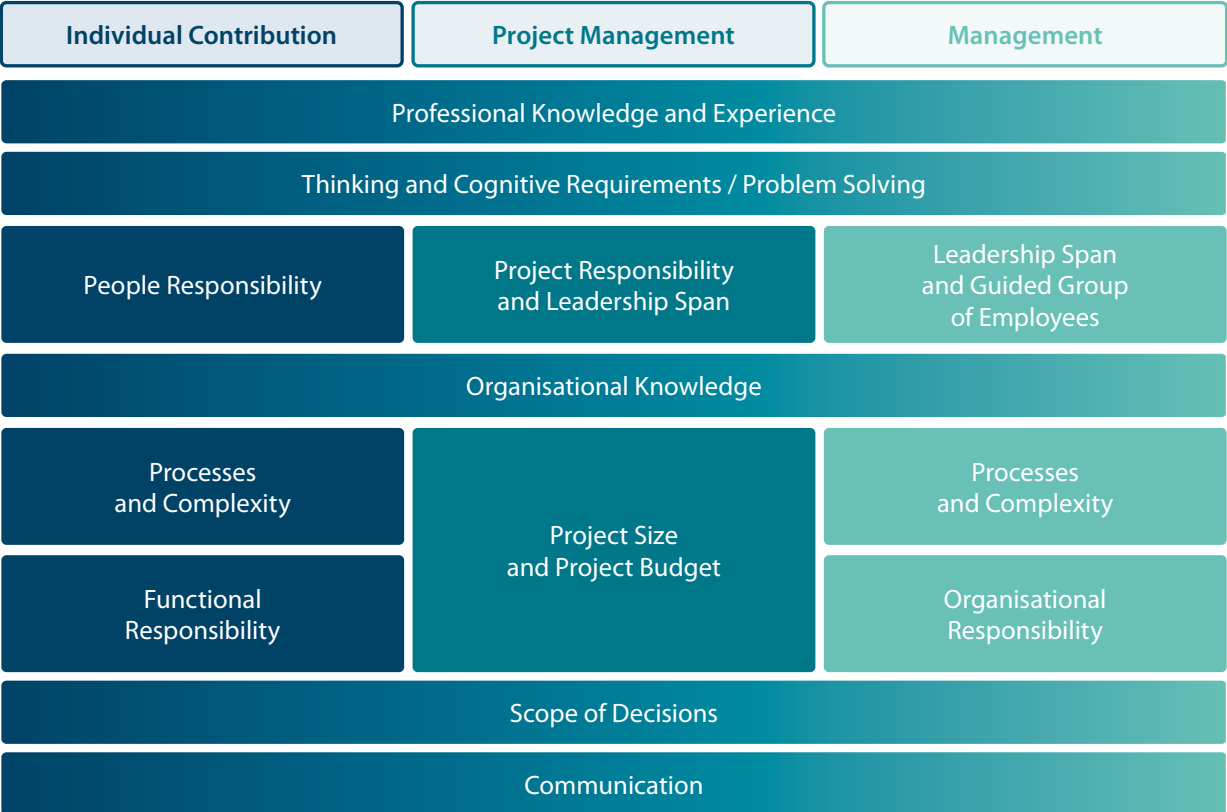


Individual Contribution	Project Management	Management
<p>The position contributes mainly through the application and development of specific skills. Professionals contribute typically individually or as members of an organizational unit.</p> <p>The responsibility may extend from the execution of individual tasks of an unskilled worker to the technical management of a discipline as an expert. Disciplinary leadership does not belong to the core tasks.</p>	<p>The core objective of the position consists of project management.</p> <p>Coordination, planning and distribution of personnel, resources, budgets, etc. in the context of time-limited one-time projects (product or service).</p>	<p>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.</p>

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



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.

The screenshot displays the 'Evaluate Job' interface. At the top, there is a navigation bar with 'Start', 'Grading', 'Grading results', and 'Administration'. The main title is 'Evaluate Job' with a 'Changed' status indicator. There are buttons for 'single view', 'Overall view', and 'Next'. The 'Master data' section contains the following fields:

- Job title:
- Job code:
- Job family:
- Organisational unit:
- Company: gradar demo company

The 'Career' section has three radio button options:

- 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.
- 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.
- 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).

At the bottom, there are buttons for 'Next', 'Cancel and close', and 'Overall view'.

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.

The screenshot shows the 'Gradings' dashboard with a grid of jobs. The grid has columns for organizational units and rows for grades. The data is as follows:

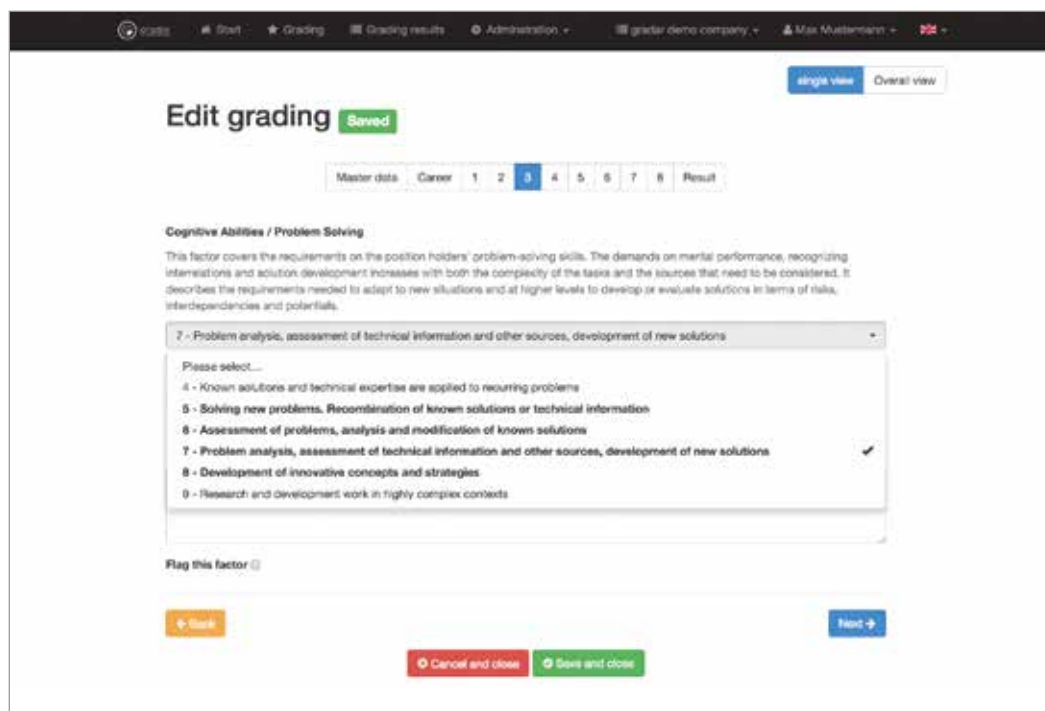
Grade	Human Resources	Information Technology	Administrative Services	Call Centre	Customer Service	Finance & Controlling	Logistics
17	Management Vice President HR	Management Senior Vice President IT				Management Vice President Finance	
16							
15		Management Senior Manager Hardware Architecture Manager SW Development - Software Development Manager SW Development - Software Development	Management Head of Central Services	Management Test-Job1		Management Manager Finance International - Financial Analysis / Controlling Senior Manager Finance - Finance	Management Director Logistics
14	Individual Contribution Senior Manager Compensation & Benefits - Compensation & Benefits				Individual Contribution TL Weiterbildung TL Weiterbildung		

The screenshot shows the 'Gradings' dashboard with a searchable list of jobs. The search bar is highlighted with a circle. The list view is also highlighted with a circle. The data is as follows:

Job code / Job title	Job family	Organizational unit	Career	Grade	Created	Last update	Version	Actions
VP-17 Senior Vice President IT	Management	Business Unit EU / Shared Services / Information Technology	Management	17	07.07.2015 13:47 by Nat Kuhn	13.07.2016 16:48 by Nat Kuhn	34	[Actions]
HW-12-120 Senior Manager Hardware Architecture	Individual Contribution	Business Unit EU / Shared Services / Information Technology / IT Hardware & Infrastructure	Individual Contribution	12	07.07.2015 13:48 by Nat Kuhn	07.07.2016 13:48 by Nat Kuhn	34	[Actions]
SW-DEV-01 Manager SW Development - Software Development	Management	Business Unit EU / Shared Services / Information Technology / IT Hardware & Infrastructure	Management	12	07.07.2015 13:52 by Nat Kuhn	07.07.2016 13:52 by Nat Kuhn	34	[Actions]
Senior Software Architect	Individual Contribution	Business Unit EU / Shared Services / Information Technology / IT Software	Individual Contribution	12	07.07.2015 13:54 by Nat Kuhn	07.07.2016 13:56 by Nat Kuhn	34	[Actions]

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

licenses

 basic version	 professional version	 enterprise version
0.- EUR	2.500.- EUR \$ 2,500 <small>p.a. plus VAT</small>	5.000.- EUR \$ 5,000 <small>p.a. plus VAT</small>

Job evaluation

Different language versions	✓	✓	✓
Individual Contributor career path	✓	✓	✓
Management career path	✓	✓	✓
Project Management career path	—	✓	✓
Factors in detail	—	✓	✓
Global Job Families	—	✓	✓
Multi-user license	—	✓	✓

System Customisation

Dedicated subdomain	✓	✓	✓
Custom logo upload	—	✓	✓
Custom Job Families	—	—	✓
Custom organisational structure	—	—	✓
Access management based on organisational structure	—	—	✓
Organisation specific wording*	—	—	✓

*Organisation specific wordings can be developed and implemented together with the vendor, QPM GmbH, against payment.

Job Grading Results

Server in Europe	✓	✓	✓
Copy to Clipboard	✓	✓	✓
Data storage on Server	—	✓	✓
Job Matching to compensation surveys	—	✓	✓
Cross Comparison	—	—	✓
Commenting on and documentation of results	—	—	✓

gradar guarantees:

- highest data security: server based in Europe, encrypted connection
- German contract law
- complete cost control: license without additional costs
- reliable results

job evaluation
easily done.

www.gradar.com
gradar the job evaluation engine

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Please note:
The screenshots displayed are made as of November 2015
with the Enterprise version of gradar.