



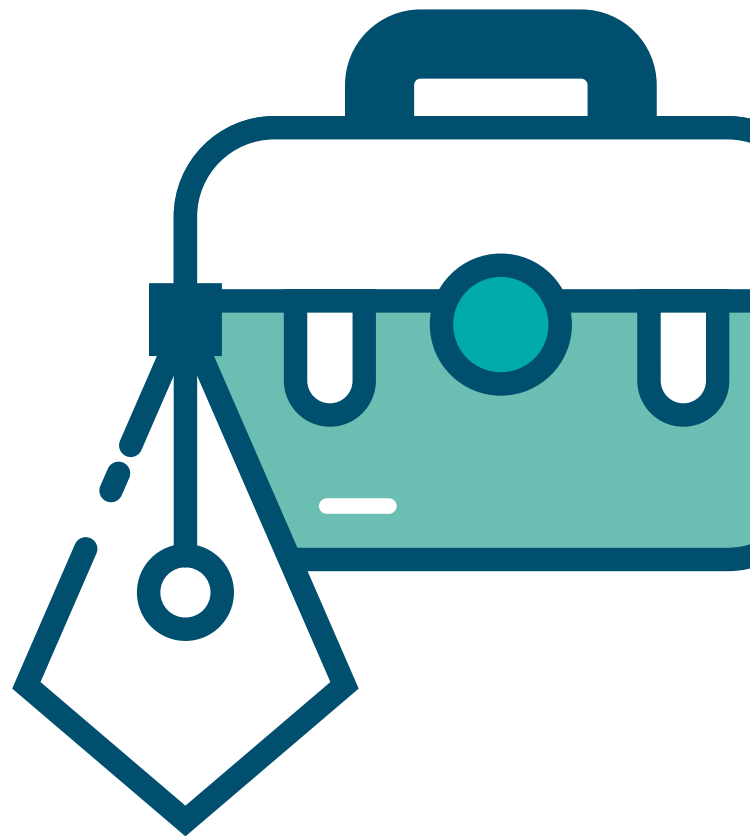
gradar

Job evaluation
easily done.

analytic. reliable. fair.

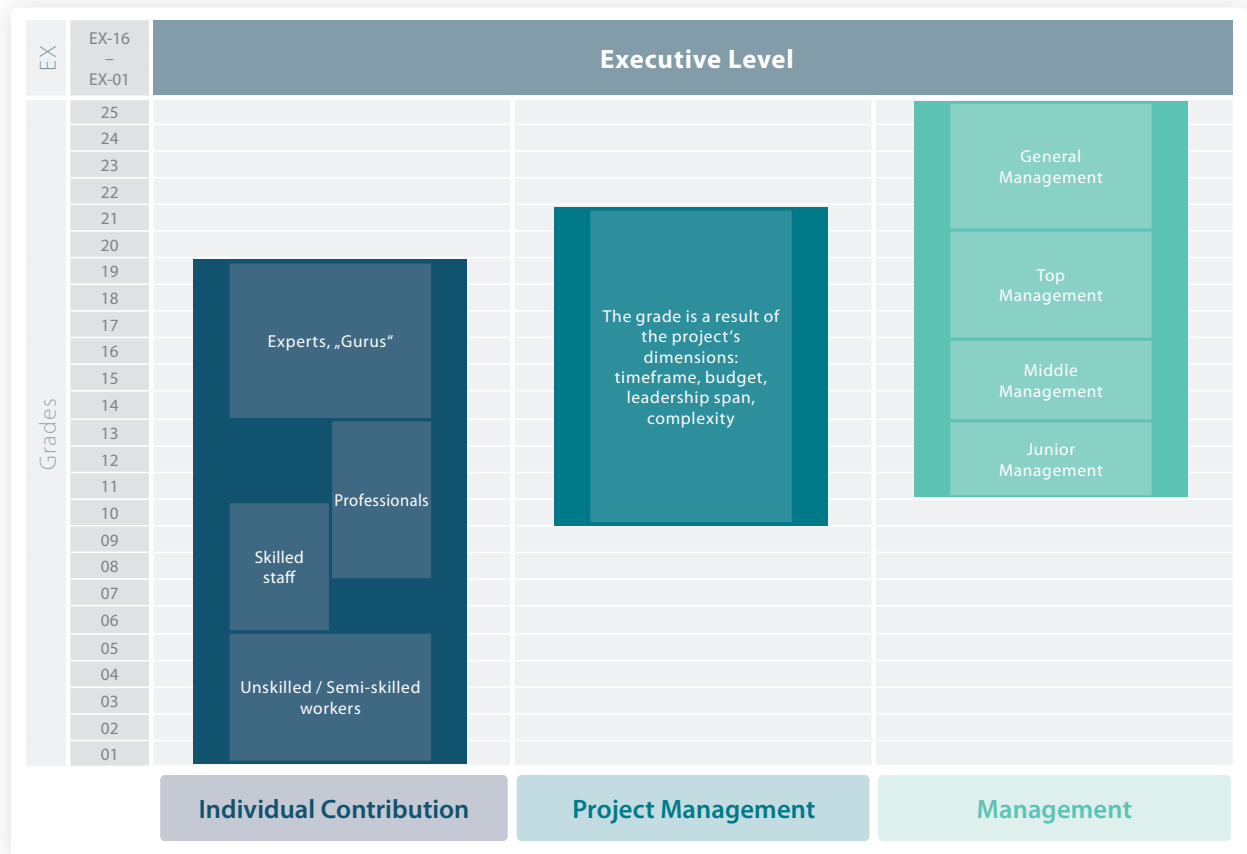
**user manual
for gradar factors**

UK version



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. Depending on the nature of the jobs being evaluated, you can choose between the Individual Contributor and Manager, Project Management or Executive career paths.



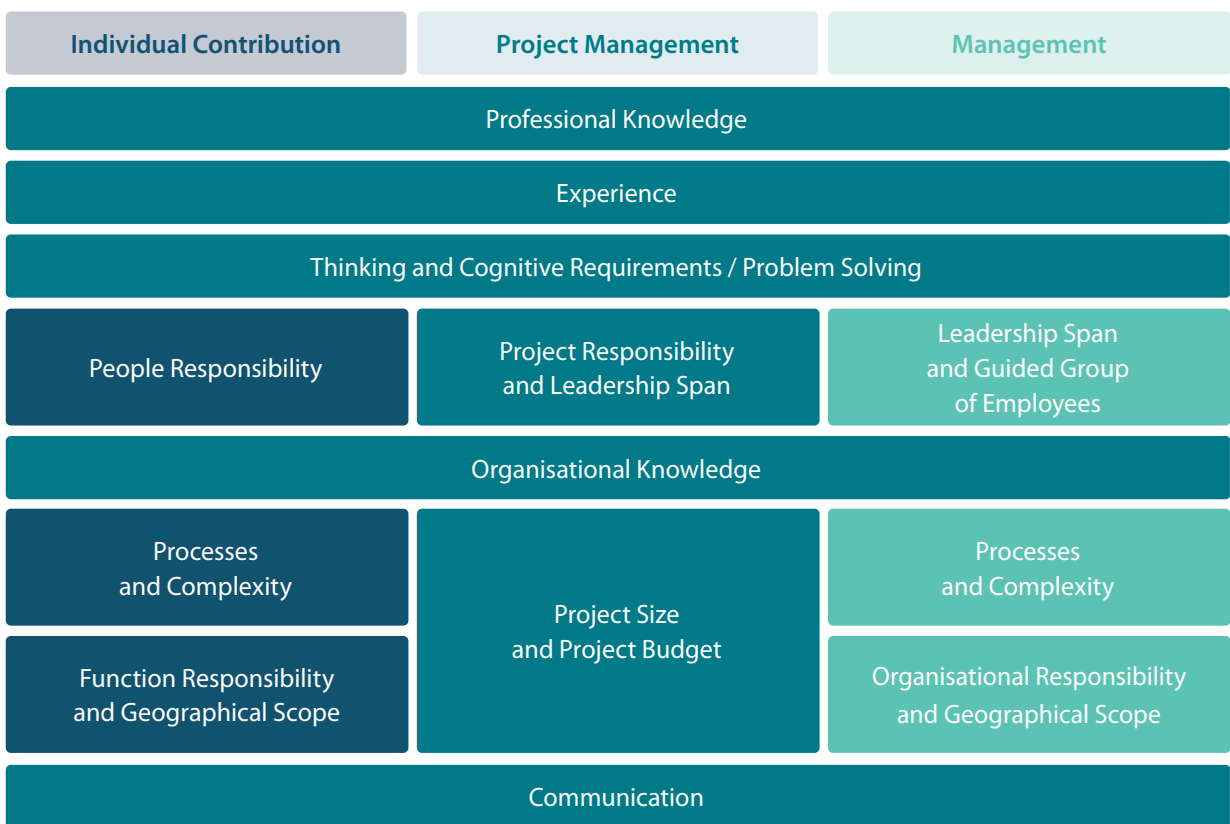
Individual Contribution	Project Management	Management
<p>The position contributes mainly through the application and development of specific skills. Professionals contribute typically individually or as members of an organizational unit.</p> <p>The responsibility may extend from the execution of individual 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.</p> <p>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>

Executive Level
<p>Executive jobholders have overall organisational responsibility for individual organisations / business units or a (corporate) group / a (large) corporation. They are accountable for business performance (P&L) as well as responsible for the functional and/or cross-divisional strategy in the respective area of responsibility. This includes C-level functions such as (group) management board members, managing directors, business managers and heads of strategic corporate functions.</p> <ul style="list-style-type: none"> ▶ Only executive director positions that are involved in the day-to-day management are to be evaluated with this career path. ▶ Members of the supervisory board or non-executive directors in Anglo-Saxon companies are not to be evaluated with this career path.

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 gradar Grade 1 to 25, or an Executive Level EX-01 to EX-16.

Career path specific factors



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.

Professional Knowledge

By professional knowledge, we assess the demands on the type of training required to enable the position holder to cope with job-specific tasks and situations. The required skills and knowledge consist mainly of formal qualifications and relevant work experience. Basis for this classification are acquired skills and the associated knowledge in theory and practice. The model is compatible to the levels of the European Qualification Framework EQF. The different skills at a level are comparable, but not the same. The individual specifications are based on formal degrees, but qualifications may also be obtained in other ways. Technical core competencies for the job.

Factor level 1

The position requires professional knowledge obtained by a brief instruction

Usually unskilled routine work, only a brief introduction of a few hours or days is required. In this case, only the most basic material and equipment knowledge is conveyed to familiarise the position holder with clearly defined procedures. Corresponds to EQF level 1.

2

The position requires professional knowledge that can be obtained by brief on-the-job training

Usually a routine activity, which only requires on-the-job training of a few days to weeks. This is an institutionalised, practical and theoretical training which provides limited and precisely defined knowledge of processes and operating materials. Corresponds to EQF level 2, RQF level 1, NVQ level 1, and BTEC level 1

3

The position requires professional knowledge that can be obtained by specific courses or structured training

Courses or structured trainings typically take up to 2 years and are usually completed with standardised certificates. The certificates are issued based on specified examination regulations. This is an institutionalised, practical, and theoretical training that provides precisely defined knowledge of processes and operating materials. Corresponds to EQF level 3, RQF level 2, NVQ level 2, BTEC level 2.

Factor level 4

The position requires professional knowledge that is normally obtained by a completed professional education / vocational training

The position requires either formal vocational training or professional knowledge at an equivalent level that can be acquired through a combination of theoretical education and practical experience. With completed vocational training e.g., as an apprentice in a craft or trade, it is to be expected that all position-relevant tasks of this job can be completed professionally and unaided. Corresponds to EQF level 4, RQF level 3 or NVQ level 3, or Ordinary National Diploma at BTEC level 3.

5

The position requires professional knowledge typically based on a professional education with additional qualifications or short cycle studies

The position requires formal vocational training as well as additional qualifications or professional knowledge at an equivalent level acquired by work experience or through short cycle studies. This level of professional knowledge demonstrates knowledge of a subject that goes beyond the level taught in secondary education (e.g., Higher National Certificate HNC (one year full-time) or Higher National Diploma HND (one year full-time)). Corresponds to EQF level 5, RQF levels 4 and 5, NVQ level 4 and 5 or BTECs Level 4-5.

6

The position requires professional knowledge that can be obtained through a first degree (undergraduate) or an advanced vocational qualification

E.g., Bachelor's degrees, master's craftsmen, technicians, or other comparable qualifications acquired through work experience. For qualifications on this level, the focus is on acquiring application-oriented technical or process knowledge. This also includes technical oriented and application-oriented preliminary work on the development of new methods, mostly within a certain subject area. Corresponds to EQF level 6, RQF level 6, NVQ level 6, or BTEC level 6.

7

The position requires professional knowledge at master's degree level (postgraduate)

Diploma, Master's Degree, Postgraduate Certificate (PGCert), state examination, or comparable qualification acquired by other means (e.g., through work experience e.g., a bachelor's degree with additional qualifications). For the postgraduate university degree level, the focus is on the acquisition of skills to solve complex interdisciplinary problems and the development and application of scientific methods. Responsibility for the development of new methods, either as a conceptually oriented generalist or as a highly specialised specialist. Corresponds to EQF level 7, RQF level 7, NVQ level 7, or BTEC level 7.

Factor level 8

The position requires professional knowledge that exceeds university degree level (PhD/doctorate)

E.g., PhD or equivalent knowledge acquired by other means like work experience, which may for example be a prerequisite for independent research or development work. Corresponds EQF level 8, RQF level 8, or NVQ level 8.

9

The position requires professional knowledge of highest scientific standards

E.g., post-doctorate or professorship (or equivalent knowledge) "guru-style" acquired in other ways. This education level typically corresponds to scientific expertise of a post-doc career, recognised as the highest authority in a certain discipline, within and outside the company, also at an international level, e.g., at conferences or research congresses of the relevant scientific community.

Experience

This factor assesses the technical or function-specific work experience beyond the formal qualifications necessary for the position. This is based on the assumption that both professional requirements of the position and the position holder's competencies develop constantly. Relevant practical experience beyond formal qualification is thus necessary to meet the requirements of the position in its entirety. Time spent in a position after formal qualification is usually considered work experience. Work as a research fellow can also be considered to be work experience. Relevant work experience as a freelancer or internships can be regarded as adequate work experience, too. Business and organisation-specific knowledge is not assessed in this factor, it is assessed separately in organisational knowledge.

Factor level 1

No relevant work experience

No prior work experience required. This level is designed for new entrants to the field, receiving on-the-job training and foundational skills development.

2

Initial relevant work experience

This level requires first relevant experience, e.g. gained through internships or temporary jobs, and to apply foundational technical knowledge effectively.

3

Developing professional experience

This level requires first practical experience to enhance the theoretical knowledge gained during formal education. This experience ensures effective application of formally acquired skills in a discipline or specific projects. Developing roles typically require 1-3 years of experience but may not be exclusively limited to this range.

Factor level 4

Intermediate professional experience

This level requires an intermediate level of experience to handle complex tasks that require a deeper understanding of industry standards and practices. The additional knowledge and skills acquired through intermediate relevant experience provide a significant increase of knowledge in scope, depth and content. Thus the job holder can process more complex tasks compared to less experienced staff at the same level of formal qualification. Intermediate roles typically require 3-5 years of experience but may not be exclusively limited to this range.

5

Advanced professional experience

The job requires advanced relevant experience, providing the basis for stable, long-term contributions to core operations. This degree of professional experience typically signifies a point where further experience does not yield a significant qualitative improvement. Advanced Professional roles typically require 5-8 years of experience but may not be exclusively limited to this range.

6

Significant long-term professional experience in the field

Depending on the focus of the position, this level of experience comes with broad and deep knowledge of the field, and/or industry and markets. Roles at this requirement level typically require 8-10 years of experience but may not be exclusively limited to this range.

7

Extensive professional and industry experience

The position requires extensive professional experience to navigate the complexities of the field with authority and insight. Roles at this level often provide subject matter expertise or strategical leadership, and typically require more than 10 years of experience but may not be exclusively limited to this number.

8

Comprehensive and extensive experience in the industry / sector

This experience level is typically selected only for roles in need of the highest subject matter expertise or with responsibility for complex and strategical functions requiring comprehensive and extensive knowledge of the industry or sector. These roles typically require more than 15 years of experience but may not be exclusively limited to this number.

Cognitive Abilities / Problem Solving

This factor covers the requirements on the position holders' problem-solving skills. The demands on mental performance, recognising interrelations and solution development increases with both the complexity of the tasks and the sources that need to be considered. It describes the requirements needed to adapt to new situations and at higher levels to develop or evaluate solutions in terms of risks, inter-dependencies and potentials.

Factor level 1

Performing mostly manual routine tasks devoid of specific requirements

The character of the requirements is of a procedural nature in a context of low complexity. Performing routine activities devoid of special requirements on intellectual performance or problem-solving skills. The predominantly manual processes are well-known and proven. In general, clearly defined, specific instructions are followed. If problems occur, superiors or more senior colleagues provide the solution. This level is typical for unskilled or semi-skilled staff.

2

Performing routine tasks

The demands on the cognitive abilities are of procedural nature within a homogeneous and stable context. The position requires the fulfilment of tasks that are largely predetermined. The processes are well-known and proven. If problems arise, position holders of higher functions are called to solve the problems.

3

The position requires basic abilities to show judgement within straightforward basic conditions

The demands on the cognitive abilities are of procedural nature in a homogeneous context that requires a basic level of flexibility. The position requires the fulfilment of tasks that are largely predetermined. The processes are well-known and proven. Minor problems can be solved independently.

4

Known solutions and technical expertise are applied to recurring problems

The demands on the cognitive abilities are largely procedural, partly analytical, and require flexibility in the choice of solutions in a homogeneous context. The frame of the potential problems is known and there are sample solutions, procedures or algorithms for problem solving. This action orientation requires various methods that are to be used sensibly and purposefully depending on the situation. For example, following a decision tree for fault finding in electronic devices or simple repairs on machines.

Factor level 5

Solving new problems. Recombination of known solutions or technical information

The demands on the cognitive abilities are mostly of analytical nature in a homogeneous context. They require a good degree of flexibility. Based on expertise and practical skills, known solutions are recombined and applied to new problems within a certain scope of action. Practical skills describe the ability to apply clearly defined techniques and work methods to independently develop solutions for different situations and approaches. The number of variables in the work environment / system are limited.

6

Assessment of new problems, analysis and modification of known solutions

The demands on the cognitive abilities are analytical, partly conceptual in a heterogeneous but usually known context with appropriate requirements on flexibility and basic abstract thinking. Application-oriented diagnosis of various problems of moderate complexity. Participating / assisting in the development of new problem-solving procedures within the framework of a specific discipline.

7

Analysis of new problems, assessment of technical information and other sources, development of new solutions

The demands on the cognitive abilities are mainly analytical and conceptual in a heterogeneous environment and require a high degree of flexibility and capacity to process information. Processing complex issues that require analysing various sources as well as analytical and conceptual thinking to develop new solutions. Development of problem-solving methods or processes within a discipline or sub-discipline. The complexity is defined by a system or work environment with a large number of variable dimensions. Typically, full information on the individual components and their interaction is not available.

8

Development of innovative concepts and strategies

The demands on the cognitive abilities are of conceptual nature with a high degree of innovation in a complex, heterogeneous and dynamic environment. Development of complex problem-solving strategies in multi-factorial contexts for new problems. The position requires an overview of the relevant current developments in the discipline and a high level of creativity, judgement and the ability to develop cross-departmental and cross-divisional processes.

9

Research and development work in highly complex contexts

Anticipation of new problem areas and development of innovative problem-solving strategies of company-wide significance. Fundamental research and application-oriented research within the scientific community of the relevant disciplines.

People Responsibility

This factor describes the position's influence on other people's actions. As a specialist, the focus lies on professional responsibility for training, development and mentoring of colleagues. Thus both technical and social aspects of co-operation and responsibility for others are to be assessed. The status / role within the organisational structure or the status of the position in the network of relationships within the organisation can be of high relevance. Both technical and social aspects of responsibility for others and the degree of interconnectedness in the organisation are considered in this factor.

<p>Factor level 1</p> <p>Responsibility is limited to the own position</p>	<p>The position holder's responsibility is limited to the own position and actions.</p>
<p>2</p> <p>Instruction of new colleagues</p>	<p>Position holder provides mostly informal orientation on the job for less experienced colleagues.</p>
<p>3</p> <p>Coordination of a team</p>	<p>The position holder typically takes over coordination task within a group, but without disciplinary authority and spends most of the working time as an individual contributor with comparable or similar operative tasks as the other group members.</p>
<p>4</p> <p>Training and instructing others</p>	<p>Technical training / further education for customers, colleagues and other staff. "Go To Role" for technical questions in a group. Typical activities include, for example, regular training in the use of software (CMS, CRM, SAP, etc.) as well as product training and training in new equipment or tools.</p>
<p>5</p> <p>Formal education / vocational training and mentorship</p>	<p>The position holder acts as practical guide for inexperienced colleagues and is responsible for education and structured training. Practical guidance is an action-oriented form of knowledge and information transfer which is usually carried out by educationally qualified personnel. Provides professional knowledge and experience to inexperienced people (mentees) as a mentor. Thus professional and personal development are promoted. This level can also include organising a group of employees, e.g. apprentices, trainees, interns etc.</p>
<p>6</p> <p>Organisation and supervision of a group of employees</p>	<p>Acts as a foreman or supervisor, gives technical guidance and trains group members, monitors work processes. Structures work processes and organises labour utilisation (shift / holiday planning) when indicated.</p>

Factor level 7

Highest technical, non-disciplinary authority / guru in a scientific or technical field

The incumbent is the highest technical authority and acts as the linchpin for technical questions in the organisation. The functional authority results from technical, mostly academic qualifications and significant experience of the incumbent. The authority arises from the requirements on knowledge and skill of the person in one or more fields. Synonymously, the terms guru, technical authority or expert authority may be used. Position holders are often used as a multipliers for best practice solutions, global processes and initiatives as well as business goals. They significantly shape the corporate culture as informal leaders.

Organisational Knowledge

With this factor, the requirements on knowledge of the organisation are assessed in terms of the interaction of individual units and business processes. At higher levels the knowledge extends further than the own organisation and additionally covers relevant external relationships and their effects on the organisation.

Factor level 1

Basic knowledge in the context of the workplace

The position requires basic knowledge of the organisation necessary for fulfilling work tasks.

2

Organisational knowledge at group level

The position requires knowledge of the processes within the team.

3

Operative organisational knowledge within a department

The position requires operational knowledge on how individual groups or contributors cooperate within a department as well as knowledge on the coordination of resources. Furthermore, operational knowledge for interacting with teams from other areas is required.

▶ Organisational skills at this level are generally required to perform a clearly defined, operational, functional or disciplinary management task.

4

Organisational knowledge of own field/department and interconnected units

The position requires knowledge on the structures of the own department and on operational interactions of organisational units within the own area, as well as groups of interdependent areas.

▶ Organisational skills at this level are generally required in order to perform an operational, functional or disciplinary management task.

Factor level 5

Organisational knowledge of own field/department and its relation to the business objectives

The position requires knowledge of the structures of their own field as well as interlinked areas and their importance to the business objectives.

- ▶ Organisational skills at this level are generally required to perform a partially operational, but mainly tactical, functional or disciplinary management task.

6

Knowledge of area/division and its operational interdependencies within the organisation

The position requires deep and broad knowledge on the content and structure of the own area/division and the operational interaction with other divisions and organisational units to achieve the business objectives.

- ▶ Organisational knowledge at this level is usually required to perform a tactical, functional or disciplinary management task.

7

Good operative and strategic knowledge of the own organisation

The position requires strategic and operational knowledge of the business processes and business interconnections throughout the own organisation.

- ▶ Organisational knowledge at this level is usually required in order to set or significantly influence the strategy of the functional (sub)discipline or organisational unit.

8

Deep and broad knowledge of the entire own organisation and its strategy

The position requires deep and broad knowledge of the business strategy, operational processes and business interconnections throughout the whole own organisation.

- ▶ Organisational knowledge at this level is usually required to determine or significantly influence the strategy of the organisation.

9

Deep and broad knowledge of their own organisation and external factors of importance to the company's business strategy

In addition to the full knowledge of the own organisational structures the position requires broad and deep understanding of the economic, social and political contexts/interconnections of the relevant (world) markets, competitors, resources, etc.

- ▶ Organisational knowledge at this level is usually required to define the organisation's strategy.

Processes

This factor measures the impact of the position in running, monitoring, optimising and developing processes. Business processes consist of a set of logically linked individual actions (tasks, activities) that are executed to achieve a business or operational goal. A process is repeatable, connected to added value, and uses resources of the organisation. In case of externally operating roles the corresponding factor levels may be used accordingly.

Factor level 1

Running and / or maintaining processes

Courses of action are clearly defined and specified within a tight frame. The activities serve to maintain a process that is typically completely and conclusively handled by the position holder. E.g. pre-structured data entry, compliance with defined instructions or the production of documents by using templates. An assessment of the complexity of these processes will be provided by the next factor.

2

Monitoring processes

Operational management of end-to-end processes or sub-processes. Monitoring and communicating process performance, responsibility for the achievement of specific process objectives. Instigation of process improvements. With this factor we assess positions that monitor implementation, that are accountable and communicate the results. Adjustment needs are passed on by the position holder. Adjustments are not implemented, but possibly tested. An assessment of the complexity of these processes will be provided by the next factor.

3

Optimising existing processes, participation in the development of new processes

Adaptation of existing processes to other situations. The extended objective is to suggest improvements and analyse process times, process costs and process quality, and to identify requirements for new processes. Process optimisation is a regular and important part of the position. Regularly means that attached (sub-) processes are analysed at least once a year and adjusted if necessary. This is typically the first level of process ownership. An assessment of the complexity of these processes will be provided by the next factor.

4

Developing new processes of department-wide significance

The developed processes have an impact on an entire department and its subordinate structures. The processes thus typically cover a distinct discipline for which the position holder is responsible and operates in. The processes may be of local to global significance. An assessment of the complexity of these processes will be provided by the next factor.

Factor level 5

Develop new processes of divisional significance

The developed processes have an impact on an entire division, or work processes in several cross-divisional departments of the organisation. The processes typically cover a field that the position holder is responsible for within its own department. The processes may be of local to global significance. An assessment of the complexity of these processes will be provided by the next factor.

6

Develop new processes with company-wide significance

Strategic process leadership. Target-oriented design, implementation and control of processes of company-wide significance. At this level, multidimensional processes with corporate strategic importance are aligned with the business goals.

Complexity

Processes can be very diverse. To capture the complexity of the processes, and to serve as a modifier for the process ownership, this factor provides three different levels of complexity of processes within an organisation.

Factor level 1

Simple processes

The processes are clearly arranged and subject to little variation. The tasks are largely isolatable and can typically be handled conclusively by the position holder.

2

Complex processes

(Sub-) processes can build on each other or can be interlaced. Changes in one sub-process can typically have a minor impact on the whole process or other interconnected sub-processes without major changes of the final outcome.

3

Highly complex processes

The processes involve a large number of variables within a dynamically changing frame of reference. The processes require the provision of various resources, such as time, money, people, equipment, materials, communications, computing capacity, training. The processes are interdependent of each other. Changes to one part of the process highly influence the results of whole process or other sub-processes.

Functional Responsibility

By functional responsibility we assess the decision scope and freedom of action of the position. Independence in the performance of tasks and the direct or indirect responsibility for a task field are indicators to assess the importance of the position in relation to the achievement of goals. The area of influence of the position within the organisational unit and in relation to other units is considered. Ability to influence final results.

Factor level 1	
Execution of tasks which are closely bound by instructions, with no scope of action	Closely monitored instruction bound actions. Performance of clearly specified individual tasks.
2	
The scope of action is limited to the own workplace	Making decisions that affect the own workplace, tasks and decision criteria are largely specified. Self-management according to predefined priorities.
3	
Making operational-technical decisions affecting the work of the own group	Making decisions that affect the work of their own group/team. Freedom to act within a framework of general guidelines.
4	
Making operational-technical decisions affecting the work of other groups	Making decisions which are also basis for the work of other groups / teams. Freedom to act within a framework of general guidelines.
5	
Making technical decisions for other groups	Making decisions / setting of operational guidelines at departmental level that affect subordinate or attached groups. General freedom to act. Orientation to high-level objectives.
6	
Technical/functional leadership of a sub-discipline	(Partial) responsibility for the policies of a sub-discipline within a discipline / job family. The decisions are of interdepartmental significance. Orientation to high-level objectives.
7	
Technical/functional leadership of a discipline	(Partial) responsibility for policies and objectives of a discipline within a family of functions. The decisions are of cross-functional significance. Orientation to the business objectives.
8	
Technical/functional leadership of a discipline with business strategic relevance	(Partial) responsibility for policies and objectives of a discipline within a family of functions that are of strategic importance to the organisation. The decisions are of cross-functional relevance. Orientation to the business objectives.
9	
Decisions and actions impact the corporate strategy and business results	„Guru“ with the utmost technical/functional and communicative freedom of action to achieve the company's goals. The position holder's technical and organisational expertise significantly contribute to the development of the business strategy.

Scope of Decisions

This factor assesses the significance of the decisions the position holder is directly responsible for in terms of geographic coverage levels. At the lowest level the decisions are of local or regional importance, at the highest level the decisions have an impact on key areas of an organisation with global significance. Normal operative execution of decisions should not be evaluated here.

Factor level 1

Scope of the decisions is at national or regional level

The decisions have an impact on the particular region in which the position holder is located. The homeland and directly adjacent countries, where the organisation operates to a limited extent, are understood as region.

2

Multinational scope of the decisions

The scope of the decision extends over several countries typically on one continent or in one cultural area.

3

International scope of the decisions

The decisions affect key areas of the organisation or independent business units that operate on 2 to 3 continents.

4

Global scope of the decisions

The decisions affect key areas of the organisation or independent business units, which operate independently on 3 or more continents.

Communication

By the requirements on communication abilities, we assess the nature and influence of the interaction with internal and external communication partners. The aim of the interaction is the exchange of technical information, influence or negotiations. The ability to interact with individuals and groups successfully is based on intercultural competence and social skills. This category covers the interpersonal skills considered relevant to the job evaluation requirements.

Factor level 1

Polite everyday communication, limited to the workplace

The position holder primarily communicates with direct colleagues, minimal external communication (simple conversations with customers) or with other teams and departments.

2

The position requires good communication skills in a team or with clients and a certain degree of empathy

Focus is on the exchange of technical information within a homogeneous group, simple communication with customers within a limited scope of content. This level can be selected for the requirements of a 1st level call centre concerned with subjects of limited complexity.

Factor level 3

The position requires very good communication skills and social skills

Subjects of various nature and complexity processed in a target-group-oriented manner. The position holder is in constant exchange within the organisation and/or with customers and/or with partners concerning complex issues. This factor is usually chosen to evaluate 2nd level support in a call centre that requires the exchange of information of higher complexity.

4

Strong communication skills and empathy to communicate complex issues

Adequate social and intercultural competences are required. The position holder is able to motivate and positively influence others in his/her interactions. Complex issues processed in a target-group-oriented manner. Constant exchange and intensive networking within the organisation and/or with customers and/or with partners. The complexity arises from the different hierarchical and / or professional levels and cultural backgrounds of the recipients. For example, attendance at professional conferences and meetings as well as the publication of scientific articles. Participation in and holding negotiations can be part of the position.

5

Convincing demeanour and diplomatic skills in negotiations

The core responsibilities of the position include leading negotiations with internal parties such as labour representatives and / or customers as well as external suppliers and other service providers. If necessary, conflicts of interest have to be solved with an appropriate degree of diplomacy and skill in delicate negotiations. This level implies a high degree of social and intercultural competence and experience.

6

Representing the organisation in a certain field

The position holder constantly communicates with important recipients. A central requirement is the representation and communication of corporate interests within the company or stakeholders such as works council or upper management. Furthermore the position holder is in constant exchange with cross-company specialist networks or key-customers.

7

Representing the organisation at national or international level

Demands on the communication skills include the representation of the company to the general public and the media. The position holder is an ambassador of the organisation, holds opinion leadership in global networks and possibly exerts influence on policy makers and / or organisations. This creates a positive image of the organisation / industry in public discourse.

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).

Professional Knowledge

By professional knowledge, we assess the demands on the type of training required to enable the position holder to cope with job-specific tasks and situations. The required skills and knowledge consist mainly of formal qualifications and relevant work experience. Basis for this classification are acquired skills and the associated knowledge in theory and practice. The model is compatible to the levels of the European Qualification Framework EQF. The different skills at a level are comparable, but not the same. The individual specifications are based on formal degrees, but qualifications may also be obtained in other ways. Technical core competencies for the job.

Factor level 4

The position requires professional knowledge that is normally obtained by a completed professional education / vocational training

The position requires either formal vocational training or professional knowledge at an equivalent level that can be acquired through a combination of theoretical education and practical experience. With completed vocational training e.g., as an apprentice in a craft or trade, it is to be expected that all position-relevant tasks of this job can be completed professionally and unaided. Corresponds to EQF level 4, RQF level 3 or NVQ level 3, or Ordinary National Diploma at BTEC level 3.

5

The position requires professional knowledge typically based on a professional education with additional qualifications or short cycle studies

The position requires formal vocational training as well as additional qualifications or professional knowledge at an equivalent level acquired by work experience or through short cycle studies. This level of professional knowledge demonstrates knowledge of a subject that goes beyond the level taught in secondary education (e.g., Higher National Certificate HNC (one year full-time) or Higher National Diploma HND (one year full-time)). Corresponds to EQF level 5, RQF levels 4 and 5, NVQ level 4 and 5 or BTECs Level 4-5.

6

The position requires professional knowledge that can be obtained through a first degree (undergraduate) or an advanced vocational qualification

E.g., Bachelor's degrees, master's craftsmen, technicians, or other comparable qualifications acquired through work experience. For qualifications on this level, the focus is on acquiring application-oriented technical or process knowledge. This also includes technical oriented and application-oriented preliminary work on the development of new methods, mostly within a certain subject area. Corresponds to EQF level 6, RQF level 6, NVQ level 6, or BTEC level 6.

Factor level 7

The position requires professional knowledge at master's degree level (postgraduate)

Diploma, Master's Degree, Postgraduate Certificate (PGCert), state examination, or comparable qualification acquired by other means (e.g., through work experience e.g., a bachelor's degree with additional qualifications). For the postgraduate university degree level, the focus is on the acquisition of skills to solve complex interdisciplinary problems and the development and application of scientific methods. Responsibility for the development of new methods, either as a conceptually oriented generalist or as a highly specialised specialist. Corresponds to EQF level 7, RQF level 7, NVQ level 7, or BTEC level 7.

8

The position requires professional knowledge that exceeds university degree level (PhD/doctorate)

E.g., PhD or equivalent knowledge acquired by other means like work experience, which may for example be a prerequisite for independent research or development work. Corresponds EQF level 8, RQF level 8, or NVQ level 8.

9

The position requires professional knowledge of highest scientific standards

E.g., post-doctorate or professorship (or equivalent knowledge) "guru-style" acquired in other ways. This education level typically corresponds to scientific expertise of a post-doc career, recognised as the highest authority in a certain discipline, within and outside the company, also at an international level, e.g., at conferences or research congresses of the relevant scientific community.

Experience

This factor assesses the technical or function-specific work experience beyond the formal qualifications necessary for the position. This is based on the assumption that both professional requirements of the position and the position holder's competencies develop constantly. Relevant practical experience beyond formal qualification is thus necessary to meet the requirements of the position in its entirety. Time spent in a position after formal qualification is usually considered work experience. Work as a research fellow can also be considered to be work experience. Relevant work experience as a freelancer or internships can be regarded as adequate work experience, too. Business and organisation-specific knowledge is not assessed in this factor, it is assessed separately in organisational knowledge.

Factor level 3

Developing professional experience

This level requires first practical experience to enhance the theoretical knowledge gained during formal education. This experience ensures effective application of formally acquired skills in a discipline or specific projects. Developing roles typically require 1-3 years of experience but may not be exclusively limited to this range.

Factor level 4

Intermediate professional experience

This level requires an intermediate level of experience to handle complex tasks that require a deeper understanding of industry standards and practices. The additional knowledge and skills acquired through intermediate relevant experience provide a significant increase of knowledge in scope, depth and content. Thus the job holder can process more complex tasks compared to less experienced staff at the same level of formal qualification. Intermediate roles typically require 3-5 years of experience but may not be exclusively limited to this range.

5

Advanced professional experience

The job requires advanced relevant experience, providing the basis for stable, long-term contributions to core operations. This degree of professional experience typically signifies a point where further experience does not yield a significant qualitative improvement. Advanced Professional roles typically require 5-8 years of experience but may not be exclusively limited to this range.

6

Significant long-term professional experience in the field

Depending on the focus of the position, this level of experience comes with broad and deep knowledge of the field, and/or industry and markets. Roles at this requirement level typically require 8-10 years of experience but may not be exclusively limited to this range.

7

Extensive professional and industry experience

The position requires extensive professional experience to navigate the complexities of the field with authority and insight. Roles at this level often provide subject matter expertise or strategical leadership, and typically require more than 10 years of experience but may not be exclusively limited to this number.

8

Comprehensive and extensive experience in the industry / sector

This experience level is typically selected only for roles in need of the highest subject matter expertise or with responsibility for complex and strategical functions requiring comprehensive and extensive knowledge of the industry or sector. These roles typically require more than 15 years of experience but may not be exclusively limited to this number.

Cognitive Abilities / Problem Solving

This factor covers the requirements on the position holders' problem-solving skills. The demands on mental performance, recognising interrelations and solution development increases with both the complexity of the tasks and the sources that need to be considered. It describes the requirements needed to adapt to new situations and at higher levels to develop or evaluate solutions in terms of risks, inter-dependencies and potentials.

Factor level 4

Known solutions and technical expertise are applied to recurring problems

The demands on the cognitive abilities are largely procedural, partly analytical, and require flexibility in the choice of solutions in a homogeneous context. The frame of the potential problems is known and there are sample solutions, procedures or algorithms for problem solving. This action orientation requires various methods that are to be used sensibly and purposefully depending on the situation. For example, following a decision tree for fault finding in electronic devices or simple repairs on machines.

5

Solving new problems. Recombination of known solutions or technical information

The demands on the cognitive abilities are mostly of analytical nature in a homogeneous context. They require a good degree of flexibility. Based on expertise and practical skills, known solutions are recombined and applied to new problems within a certain scope of action. Practical skills describe the ability to apply clearly defined techniques and work methods to independently develop solutions for different situations and approaches. The number of variables in the work environment / system are limited.

6

Assessment of new problems, analysis and modification of known solutions

The demands on the cognitive abilities are analytical, partly conceptual in a heterogeneous but usually known context with appropriate requirements on flexibility and basic abstract thinking. Application-oriented diagnosis of various problems of moderate complexity. Participating / assisting in the development of new problem-solving procedures within the framework of a specific discipline.

7

Analysis of new problems, assessment of technical information and other sources, development of new solutions

The demands on the cognitive abilities are mainly analytical and conceptual in a heterogeneous environment and require a high degree of flexibility and capacity to process information. Processing complex issues that require analysing various sources as well as analytical and conceptual thinking to develop new solutions. Development of problem-solving methods or processes within a discipline or sub-discipline. The complexity is defined by a system or work environment with a large number of variable dimensions. Typically, full information on the individual components and their interaction is not available.

Factor level 8**Development of innovative concepts and strategies**

The demands on the cognitive abilities are of conceptual nature with a high degree of innovation in a complex, heterogeneous and dynamic environment. Development of complex problem-solving strategies in multi-factorial contexts for new problems. The position requires an overview of the relevant current developments in the discipline and a high level of creativity, judgement and the ability to develop cross-departmental and cross-divisional processes.

9**Research and development work in highly complex contexts**

Anticipation of new problem areas and development of innovative problem-solving strategies of company-wide significance. Fundamental research and application-oriented research within the scientific community of the relevant disciplines.

Project Responsibility

Factor assesses the role of the position with focus on the responsibility for parts of a project, overall responsibility for a project, strategic project management or the exclusive responsibility for diversified programmes. The project manager is responsible for ensuring the objectives defined in the project plan such as quality, time frame and budget limits are met, and to ensure that the internal or external customers' contractual requirements are met. Qualitative aspect of leadership. Positions in the career path „project management“ should be evaluated after the most typical projects the position holder is responsible for.

Factor level 1**Planning and coordination of sub-projects**

Responsibility for planning and coordinating sub-projects and supporting activities for larger projects. Typically responsible for a team within a sub-project and cooperation with external service providers at an operational level. The responsibilities also include the provision of reports and the analysis and optimisation of processes within the framework of the project.

2**Full responsibility for a sub-project**

Full responsibility for a sub-project as part of an overall project. The availability of resources is determined by the overall project framework. Responsible for resource and budget management, management of employees, contact with customers and / or clients and internal stakeholders and partners in the phases of design, implementation, and operation. In addition, responsible for budget planning, controlling, and billing.

3**Operative management of a project**

The project manager is responsible for the operational planning and management of the project. Responsible for the achievement of technical objectives, deadlines and cost objectives in the context of project implementation. Plans and defines objectives and resources required for their achievement. Also responsible for managing external services and contractors.

Factor level 4

Strategic management of a project

Overall responsibility for a project strategically and operationally, from vision / project idea to the necessary groundwork such as pre-development, risk assessment, market overview, through to development, implementation and operation.

5

Multi-project management / programme management

Management of several related projects, or programmes of diversified projects, with a subordinate management structure for its sub-projects.

Leadership Span

This factor assesses the number of employees led within the framework of the project. For this quantitative aspect, the typical leadership span of the projects the position holder is responsible for must be considered. Adding up various leadership spans should be done only in exceptional cases, such as when a project manager leads several distinct projects at the same time with up to 10 employees each.

Factor level 1

Up to 10 employees

2

10 to 50 employees

3

50 to 100 employees

4

100 to 300 employees

5

More than 300 employees

Organisational Knowledge

With this factor, the requirements on knowledge of the organisation are assessed in terms of the interaction of individual units and business processes. At higher levels the knowledge extends further than the own organisation and additionally covers relevant external relationships and their effects on the organisation.

Factor level 3

Operative organisational knowledge within a department

The position requires operational knowledge on how individual groups or contributors cooperate within a department as well as knowledge on the coordination of resources. Furthermore, operational knowledge for interacting with teams from other areas is required.

- ▶ Organisational skills at this level are generally required to perform a clearly defined, operational, functional or disciplinary management task.

Factor level 4

Organisational knowledge of own field/department and interconnected units

The position requires knowledge on the structures of the own department and on operational interactions of organisational units within the own area, as well as groups of interdependent areas.

- ▶ Organisational skills at this level are generally required in order to perform an operational, functional or disciplinary management task.

5

Organisational knowledge of own field/department and its relation to the business objectives

The position requires knowledge of the structures of their own field as well as interlinked areas and their importance to the business objectives.

- ▶ Organisational skills at this level are generally required to perform a partially operational, but mainly tactical, functional or disciplinary management task.

6

Knowledge of area/division and its operational interdependencies within the organisation

The position requires deep and broad knowledge on the content and structure of the own area/division and the operational interaction with other divisions and organisational units to achieve the business objectives.

- ▶ Organisational knowledge at this level is usually required to perform a tactical, functional or disciplinary management task.

7

Good operative and strategic knowledge of the own organisation

The position requires strategic and operational knowledge of the business processes and business interconnections throughout the own organisation.

- ▶ Organisational knowledge at this level is usually required in order to set or significantly influence the strategy of the functional (sub)discipline or organisational unit.

8

Deep and broad knowledge of the entire own organisation and it's strategy

The position requires deep and broad knowledge of the business strategy, operational processes and business interconnections throughout the whole own organisation.

- ▶ Organisational knowledge at this level is usually required to determine or significantly influence the strategy of the organisation.

9

Deep and broad knowledge of their own organisation and external factors of importance to the company's business strategy

In addition to the full knowledge of the own organisational structures the position requires broad and deep understanding of the economic, social and political contexts/interconnections of the relevant (world) markets, competitors, resources, etc.

- ▶ Organisational knowledge at this level is usually required to define the organisation's strategy.

Project Size

In principle the assessment, if a project should be classified as small, medium or large, should always be made from the perspective of the company concerned. This definition is therefore only a market-based assessment. The size of a project depends on the amount of man-days, resources, technologies, duration and scope within the organisation. Co-operation with other organisations or external service providers make projects correspondingly more complex. Finally, the financial risk in relation to the total turnover of the organisation is to be considered. Importance of the project as a whole for the organisation, organisational theory aspect.

Factor level 1

Coordination of sub-projects

For position holders that coordinate sub-projects and have no budget and resource responsibility in an original sense, the project scope is only defined by the leadership span.

2

Small project

The project has an effect on an organisational unit within the organisation or function. The interdependence with other projects is rather low. Typically, it consists of a project team with a project manager. The project is characterised by a manageable technical and organisational framework and a rather low financial risk. Possibly external service providers are consulted for specific questions.

3

Medium project

A project of this size typically affects several organisational units or functions and interacts with other projects or existing systems. It usually has a duration of up to one year. It is of innovative character and predictable financial risk. Structural, organisational and technical efforts are of medium complexity, and can mostly be managed by appropriate infrastructure in the own organisation. Possibly, individual sections are processed by external service providers or contractors. Projects in this category usually consist of a project manager in charge, and several teams managed in sub-projects.

4

Large project

A project of this size is usually divided into sub-projects and has an independent organisational structure with defined leadership and decision making structures. A project of this magnitude should exceed the period of one year and have an innovative character. The project affects the entire company, possibly affects various sites in several countries. The complexity in technology and organisation is demanding. Depending on the situation, individual steps or entire sub-projects can be outsourced to external service providers.

Factor level 5

Major project of company-wide, strategic importance

Company-wide or cross-sectorial range of the project scope. Internal projects are typically of a corporate-strategical, multi-national scope with critical significance. External projects are typically a project with / for key customers, that may even extend to subsidiaries. Development projects are typically projects that take a holistic perspective and do not focus only on individual components. Typically, several organisations are involved in a project of this magnitude. The failure of the project represents a significant financial risk for the participating organisations, such as when the costs exceed the income of a company. A project of this magnitude should significantly exceed the period of one year. The project is characterised by a high degree of innovation and high level of complexity from a content-wise, technical or organisational perspective. In multinational projects, intercultural competence is an important success factor. In general, large-scale projects are divided into relatively autonomously led projects that can be further divided into sub-projects. If the duration is significantly higher than 10 years it should be re-evaluated, if it still is of project character.

Project Budget

A budget is typically based on factors such as labour (man-days), order volume, development costs, license fees or marketing costs. The categorization of the budget framework is consistent with customary dimensions in the market.

Factor level 1

No direct budget and resource responsibility

For positions that coordinate sub-projects and have no budget and resource responsibility in an original sense, the scope of the project is defined by the leadership span.

2

Up to € 25,000

Low volume. At this volume it should be checked whether the considered function should actually be evaluated in the project management career path. A budget is typically based on factors such as labour (man-days), order volume, development costs, license fees or marketing costs. The categorisation of the budget framework is consistent with customary dimensions in the market.

- 3 25.000 – 50.000 €
- 4 50.000 – 100.000 €
- 5 100.000 – 250.000 €
- 6 250.000 – 500.000 €
- 7 0,5 – 1 MM €
- 8 1 – 5 MM €
- 9 5 – 25 MM €
- 10 25 – 100 MM €
- 11 100 – 500 MM €
- 12 above 500 MM €

A budget is typically based on factors such as labour (man-days), order volume, development costs, license fees or marketing costs. The categorization of the budget framework is consistent with customary dimensions in the market.

Communication

By the requirements on communication abilities, we assess the nature and influence of the interaction with internal and external communication partners. The aim of the interaction is the exchange of technical information, influence or negotiations. The ability to interact with individuals and groups successfully is based on intercultural competence and social skills. This category covers the interpersonal skills considered relevant to the job evaluation requirements.

Factor level 3

The position requires very good communication skills and social skills

Subjects of various nature and complexity processed in a target-group-oriented manner. The position holder is in constant exchange within the organisation and/or with customers and/or with partners concerning complex issues. This factor is usually chosen to evaluate 2nd level support in a call centre that requires the exchange of information of higher complexity.

4

Strong communication skills and empathy to communicate complex issues

Adequate social and intercultural competences are required. The position holder is able to motivate and positively influence others in his/her interactions. Complex issues processed in a target-group-oriented manner. Constant exchange and intensive networking within the organisation and/or with customers and/or with partners. The complexity arises from the different hierarchical and / or professional levels and cultural backgrounds of the recipients. For example, attendance at professional conferences and meetings as well as the publication of scientific articles. Participation in and holding negotiations can be part of the position.

5

Convincing demeanour and diplomatic skills in negotiations

The core responsibilities of the position include leading negotiations with internal parties such as labour representatives and / or customers as well as external suppliers and other service providers. If necessary, conflicts of interest have to be solved with an appropriate degree of diplomacy and skill in delicate negotiations. This level implies a high degree of social and intercultural competence and experience.

6

Representing the organisation in a certain field

The position holder constantly communicates with important recipients. A central requirement is the representation and communication of corporate interests within the company or stakeholders such as works council or upper management. Furthermore the position holder is in constant exchange with cross-company specialist networks or key-customers.

7

Representing the organisation at national or international level

Demands on the communication skills include the representation of the company to the general public and the media. The position holder is an ambassador of the organisation, holds opinion leadership in global networks and possibly exerts influence on policy makers and / or organisations. This creates a positive image of the organisation / industry in public discourse.

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.

Professional Knowledge

By professional knowledge, we assess the demands on the type of training required to enable the position holder to cope with job-specific tasks and situations. The required skills and knowledge consist mainly of formal qualifications and relevant work experience. Basis for this classification are acquired skills and the associated knowledge in theory and practice. The model is compatible to the levels of the European Qualification Framework EQF. The different skills at a level are comparable, but not the same. The individual specifications are based on formal degrees, but qualifications may also be obtained in other ways. Technical core competencies for the job.

Factor level 4

The position requires professional knowledge that is normally obtained by a completed professional education / vocational training

The position requires either formal vocational training or professional knowledge at an equivalent level that can be acquired through a combination of theoretical education and practical experience. With completed vocational training e.g., as an apprentice in a craft or trade, it is to be expected that all position-relevant tasks of this job can be completed professionally and unaided. Corresponds to EQF level 4, RQF level 3 or NVQ level 3, or Ordinary National Diploma at BTEC level 3.

5

The position requires professional knowledge typically based on a professional education with additional qualifications or short cycle studies

The position requires formal vocational training as well as additional qualifications or professional knowledge at an equivalent level acquired by work experience or through short cycle studies. This level of professional knowledge demonstrates knowledge of a subject that goes beyond the level taught in secondary education (e.g., Higher National Certificate HNC (one year full-time) or Higher National Diploma HND (one year full-time)). Corresponds to EQF level 5, RQF levels 4 and 5, NVQ level 4 and 5 or BTECs Level 4-5.

6

The position requires professional knowledge that can be obtained through a first degree (undergraduate) or an advanced vocational qualification

E.g., Bachelor's degrees, master's craftsmen, technicians, or other comparable qualifications acquired through work experience. For qualifications on this level, the focus is on acquiring application-oriented technical or process knowledge. This also includes technical oriented and application-oriented preliminary work on the development of new methods, mostly within a certain subject area. Corresponds to EQF level 6, RQF level 6, NVQ level 6, or BTEC level 6.

Factor level 7

The position requires professional knowledge at master's degree level (postgraduate)

Diploma, Master's Degree, Postgraduate Certificate (PGCert), state examination, or comparable qualification acquired by other means (e.g., through work experience e.g., a bachelor's degree with additional qualifications). For the postgraduate university degree level, the focus is on the acquisition of skills to solve complex interdisciplinary problems and the development and application of scientific methods. Responsibility for the development of new methods, either as a conceptually oriented generalist or as a highly specialised specialist. Corresponds to EQF level 7, RQF level 7, NVQ level 7, or BTEC level 7.

8

The position requires professional knowledge that exceeds university degree level (PhD/doctorate)

E.g., PhD or equivalent knowledge acquired by other means like work experience, which may for example be a prerequisite for independent research or development work. Corresponds EQF level 8, RQF level 8, or NVQ level 8.

9

The position requires professional knowledge of highest scientific standards

E.g., post-doctorate or professorship (or equivalent knowledge) "guru-style" acquired in other ways. This education level typically corresponds to scientific expertise of a post-doc career, recognised as the highest authority in a certain discipline, within and outside the company, also at an international level, e.g., at conferences or research congresses of the relevant scientific community.

Experience

This factor assesses the technical or function-specific work experience beyond the formal qualifications necessary for the position. This is based on the assumption that both professional requirements of the position and the position holder's competencies develop constantly. Relevant practical experience beyond formal qualification is thus necessary to meet the requirements of the position in its entirety. Time spent in a position after formal qualification is usually considered work experience. Work as a research fellow can also be considered to be work experience. Relevant work experience as a freelancer or internships can be regarded as adequate work experience, too. Business and organisation-specific knowledge is not assessed in this factor, it is assessed separately in organisational knowledge.

Factor level 3

Developing professional experience

This level requires first practical experience to enhance the theoretical knowledge gained during formal education. This experience ensures effective application of formally acquired skills in a discipline or specific projects. Developing roles typically require 1-3 years of experience but may not be exclusively limited to this range.

Factor level 4

Intermediate professional experience

"This level requires an intermediate level of experience to handle complex tasks that require a deeper understanding of industry standards and practices. The additional knowledge and skills acquired through intermediate relevant experience provide a significant increase of knowledge in scope, depth and content. Thus the job holder can process more complex tasks compared to less experienced staff at the same level of formal qualification. Intermediate roles typically require 3-5 years of experience but may not be exclusively limited to this range.

5

Advanced professional experience

The job requires advanced relevant experience, providing the basis for stable, long-term contributions to core operations. This degree of professional experience typically signifies a point where further experience does not yield a significant qualitative improvement. Advanced Professional roles typically require 5-8 years of experience but may not be exclusively limited to this range.

6

Significant long-term professional experience in the field

Depending on the focus of the position, this level of experience comes with broad and deep knowledge of the field, and/or industry and markets. Roles at this requirement level typically require 8-10 years of experience but may not be exclusively limited to this range.

7

Extensive professional and industry experience

The position requires extensive professional experience to navigate the complexities of the field with authority and insight. Roles at this level often provide subject matter expertise or strategic leadership, and typically require more than 10 years of experience but may not be exclusively limited to this number.

8

Comprehensive and extensive experience in the industry / sector

This experience level is typically selected only for roles in need of the highest subject matter expertise or with responsibility for complex and strategic functions requiring comprehensive and extensive knowledge of the industry or sector. These roles typically require more than 15 years of experience but may not be exclusively limited to this number.

Cognitive Abilities / Problem Solving

This factor covers the requirements on the position holders' problem-solving skills. The demands on mental performance, recognising interrelations and solution development increases with both the complexity of the tasks and the sources that need to be considered. It describes the requirements needed to adapt to new situations and at higher levels to develop or evaluate solutions in terms of risks, inter-dependencies and potentials.

Factor level 4

Known solutions and technical expertise are applied to recurring problems

The demands on the cognitive abilities are largely procedural, partly analytical, and require flexibility in the choice of solutions in a homogeneous context. The frame of the potential problems is known and there are sample solutions, procedures or algorithms for problem solving. This action orientation requires various methods that are to be used sensibly and purposefully depending on the situation. For example, following a decision tree for fault finding in electronic devices or simple repairs on machines.

5

Solving new problems. Recombination of known solutions or technical information

The demands on the cognitive abilities are mostly of analytical nature in a homogeneous context. They require a good degree of flexibility. Based on expertise and practical skills, known solutions are recombined and applied to new problems within a certain scope of action. Practical skills describe the ability to apply clearly defined techniques and work methods to independently develop solutions for different situations and approaches. The number of variables in the work environment / system are limited.

6

Assessment of new problems, analysis and modification of known solutions

The demands on the cognitive abilities are analytical, partly conceptual in a heterogeneous but usually known context with appropriate requirements on flexibility and basic abstract thinking. Application-oriented diagnosis of various problems of moderate complexity. Participating / assisting in the development of new problem-solving procedures within the framework of a specific discipline.

7

Analysis of new problems, assessment of technical information and other sources, development of new solutions

The demands on the cognitive abilities are mainly analytical and conceptual in a heterogeneous environment and require a high degree of flexibility and capacity to process information. Processing complex issues that require analysing various sources as well as analytical and conceptual thinking to develop new solutions. Development of problem-solving methods or processes within a discipline or sub-discipline. The complexity is defined by a system or work environment with a large number of variable dimensions. Typically, full information on the individual components and their interaction is not available.

Factor level 8

Development of innovative concepts and strategies

The demands on the cognitive abilities are of conceptual nature with a high degree of innovation in a complex, heterogeneous and dynamic environment. Development of complex problem-solving strategies in multi-factorial contexts for new problems. The position requires an overview of the relevant current developments in the discipline and a high level of creativity, judgement and the ability to develop cross-departmental and cross-divisional processes.

9

Research and development work in highly complex contexts

Anticipation of new problem areas and development of innovative problem-solving strategies of company-wide significance. Fundamental research and application-oriented research within the scientific community of the relevant disciplines.

Span of Control

This factor assesses the span of control. With increasing levels, the leadership task becomes more complex and versatile. The size and diversity of controlled entities and other subordinate levels serve as an indicator. Deployment of staff and resources to achieve objectives. Evaluation of performance, evaluation of options for personnel development, motivation, possibly training. Recruitment, conflict resolution, weighing up of divergent objectives.

Factor level 1

Leading a small team (1 to 5 employees)

As a line manager the position holder has disciplinary responsibility for the operational leadership of teams of 1 to 5 employees.

2

Leading a medium-sized team (6 to 12 employees)

As a line manager the position holder has disciplinary responsibility for the operational leadership of teams of 6 to 12 employees.

3

Leading a large team (more than 12 employees)

As a line manager the position holder has disciplinary responsibility for the operational leadership of teams of more than 12 employees.

4

Leading 1-3 direct leaders

The position holder leads 1 to 3 direct leaders and, if possibly a few additional specialists directly. The own team of specialists is regarded as an independent group. Direct leaders are defined as line managers who typically directly lead a greater number of employees. Alternatively, a larger number of leaders are led functionally, for example, in a matrix organisation.

Factor level 5

Leading 4-7 leaders

The position holder provides operational leadership to 4 to 7 direct leaders and usually some additional specialists directly. His own team of specialists is regarded as an independent organisational unit. Typically, the responsibilities of middle managers are further subdivided with a management structure. The more extensive management structure is the key factor to choose this level, even when only 1 to 3 leaders are led in a matrix organisation.

6

Leading more than 7 leaders

The position holder leads more than 7 but typically not more than 12 leaders and several experts in staff functions himself. His own team of experts is regarded as an independent organisational unit. Typically, the responsibilities of middle managers are further divided into groups with independent leaders.

Occupation Group Managed

This factor serves as a modifier for the span of control and takes into account the level of the managed employees. The level of the core of the managed entity provides the basis for the classification.

Factor level 1

Unskilled or semi-skilled employees

The directly or indirectly led occupation group consists primarily of unskilled or semi-skilled staff.

2

Qualified staff, particularly fully trained or certified employees

The directly or indirectly led occupation group consists primarily of skilled employees and possibly junior professionals.

3

Highly qualified staff, particularly employees with graduate degrees

The directly or indirectly led occupation group consists primarily of professionals with a university degree. This level also includes master craftsmen, senior specialists or technicians.

Organisational Knowledge

With this factor, the requirements on knowledge of the organisation are assessed in terms of the interaction of individual units and business processes. At higher levels the knowledge extends further than the own organisation and additionally covers relevant external relationships and their effects on the organisation.

Factor level 3

Operative organisational knowledge within a department

The position requires operational knowledge on how individual groups or contributors cooperate within a department as well as knowledge on the co-ordination of resources. Furthermore, operational knowledge for interacting with teams from other areas is required.

- ▶ Organisational skills at this level are generally required to perform a clearly defined, operational, functional or disciplinary management task.

4

Organisational knowledge of own field/department and interconnected units

The position requires knowledge on the structures of the own department and on operational interactions of organisational units within the own area, as well as groups of interdependent areas.

- ▶ Organisational skills at this level are generally required in order to perform an operational, functional or disciplinary management task.

5

Organisational knowledge of own field/department and its relation to the business objectives

The position requires knowledge of the structures of their own field as well as interlinked areas and their importance to the business objectives.

- ▶ Organisational skills at this level are generally required to perform a partially operational, but mainly tactical, functional or disciplinary management task.

6

Knowledge of area/division and its operational interdependencies within the organisation

The position requires deep and broad knowledge on the content and structure of the own area/division and the operational interaction with other divisions and organisational units to achieve the business objectives.

- ▶ Organisational knowledge at this level is usually required to perform a tactical, functional or disciplinary management task.

7

Good operative and strategic knowledge of the own organisation

The position requires strategic and operational knowledge of the business processes and business interconnections throughout the own organisation.

- ▶ Organisational knowledge at this level is usually required in order to set or significantly influence the strategy of the functional (sub)discipline or organisational unit.

Factor level 8

Deep and broad knowledge of the entire own organisation and its strategy

The position requires deep and broad knowledge of the business strategy, operational processes and business interconnections throughout the whole own organisation.

- ▶ Organisational knowledge at this level is usually required to determine or significantly influence the strategy of the organisation.

9

Deep and broad knowledge of their own organisation and external factors of importance to the company's business strategy

In addition to the full knowledge of the own organisational structures the position requires broad and deep understanding of the economic, social and political contexts/interconnections of the relevant (world) markets, competitors, resources, etc.

- ▶ Organisational knowledge at this level is usually required to define the organisation's strategy.

Processes

This factor measures the impact of the position in running, monitoring, optimising and developing processes. Business processes consist of a set of logically linked individual actions (tasks, activities) that are executed to achieve a business or operational goal. A process is repeatable, connected to added value, and uses resources of the organisation. In case of externally operating roles the corresponding factor levels may be used accordingly.

Factor level 2

Monitoring processes

Operational management of end-to-end processes or sub-processes. Monitoring and communicating process performance, responsibility for the achievement of specific process objectives. Instigation of process improvements. With this factor we assess positions that monitor implementation, that are accountable and communicate the results. Adjustment needs are passed on by the position holder. Adjustments are not implemented, but possibly tested. An assessment of the complexity of these processes will be provided by the next factor.

3

Optimising existing processes, participation in the development of new processes

Adaptation of existing processes to other situations. The extended objective is to suggest improvements and analyse process times, process costs and process quality, and to identify requirements for new processes. Process optimisation is a regular and important part of the position. Regularly means that attached (sub-) processes are analysed at least once a year and adjusted if necessary. This is typically the first level of process ownership. An assessment of the complexity of these processes will be provided by the next factor.

Factor level 4

Developing new processes of department-wide significance

The developed processes have an impact on an entire department and its subordinate structures. The processes thus typically cover a distinct discipline for which the position holder is responsible and operates in. The processes may be of local to global significance. An assessment of the complexity of these processes will be provided by the next factor.

5

Develop new processes of divisional significance

The developed processes have an impact on an entire division, or work processes in several cross-divisional departments of the organisation. The processes typically cover a field that the position holder is responsible for within its own department. The processes may be of local to global significance. An assessment of the complexity of these processes will be provided by the next factor.

6

Develop new processes with company-wide significance

Strategic process leadership. Target-oriented design, implementation and control of processes of company-wide significance. At this level, multidimensional processes with corporate strategic importance are aligned with the business goals.

Complexity

Processes can be very diverse. To capture the complexity of the processes, and to serve as a modifier for the process ownership, this factor provides three different levels of complexity of processes within an organisation.

Factor level 1

Simple processes

The processes are clearly arranged and subject to little variation. The tasks are largely isolatable and can typically be handled conclusively by the position holder.

2

Complex processes

(Sub-) processes can build on each other or can be interlaced. Changes in one sub-process can typically have a minor impact on the whole process or other interconnected sub-processes without major changes of the final outcome.

3

Highly complex processes

The processes involve a large number of variables within a dynamically changing frame of reference. The processes require the provision of various resources, such as time, money, people, equipment, materials, communications, computing capacity, training. The processes are interdependent of each other. Changes to one part of the process highly influence the results of whole process or other sub-processes.

Organisational Responsibility

The factor assesses the responsibilities of leaders from an organisational perspective. Freedom to act, position of the function within the hierarchy levels, range of disciplinary authority:

- Division**
 - consists of multiple departments, possibly international or within a matrix organisation
 - may possibly have staff functions with considerable functional responsibility outside of teams
- Department**
 - consists of multiple teams, possibly international or within a matrix organisation
 - may possibly have specialist functions outside of teams
- Team**
 - group of multiple employees, irrespective of their qualification

Factor level 1

Responsibility for operational/technical and disciplinary decisions for the own team. (1st management-level)

Technical and operational decisions related to the work and performance of own team. Freedom of action within a framework defined by higher-level goals. Typically corresponds to the lowest level of leadership / team leader level. Leading staff functions with significant professional responsibilities is typically regarded as an independent department and evaluated with the second factor level, even if only a few specialists are led.

2

Direct disciplinary responsibility for the own department (2nd management-level) and indirect responsibility for subordinate teams

The disciplinary responsibility extends to the directly led employees and leaders and their subordinate teams. Technical and operational decisions are related to the work of directly or indirectly associated groups or teams. Beyond assigned staff functions, organisational units are led by their own leaders. Generally self-reliant. Oriented to higher-level objectives. Typically corresponds to middle management / the level of department heads. May include the level of divisional managers in smaller and medium-sized organisations, if not multiple levels of hierarchy are managed.

3

Leading multiple levels of hierarchy (3rd management level) in a homogeneous, supportive area

Responsibility for the disciplinary and strategic leadership of multiple levels of hierarchy in a homogeneous, supportive sector. Homogeneous here means the workforce consists of similar, closely related disciplines. Support functions are not usually directly involved in the value chain of the company but contribute by supporting others. An area usually consists of at least 3 levels of hierarchy. Typical examples of mostly supporting roles / job families are controlling, human resources and IT. Typically corresponds to the 3rd level management / division head.

Factor level 4

Leading multiple levels of hierarchy (3rd management level) in a homogeneous, value-adding area

Responsibility for disciplinary and strategic leadership of multiple levels of hierarchy in a homogeneous, value-adding sector. Homogeneous here means the workforce consists of similar, closely related disciplines. The value-adding functions / job families must be defined individually for each company, but often this includes strategic purchasing, research and development and manufacturing. Value-adding areas are defined to be directly involved in the value chain of the company. An area usually consists of at least 3 levels of hierarchy. Typically corresponds to the 3rd level management / division head.

5

Leading multiple levels of hierarchy (3rd to 4th management level) in a heterogeneous, supportive area

Responsibility for the disciplinary and strategic leadership of multiple levels of hierarchy in a heterogeneous support area. Heterogeneous here means the workforce consists of different, unrelated disciplines. Usually consists of at least 3 levels of hierarchy. Typical examples are the combination of Finance & Controlling, Corporate Services or Human Resources with corporate communication and organisational development. Typically corresponds to the 3rd management level, possibly also the 4th management level.

6

Leading multiple levels of hierarchy (3rd to 4th management level) in a heterogeneous, value-adding area

Responsibility for the disciplinary and strategic leadership of multiple levels of hierarchy in a value-adding, heterogeneous area. Heterogeneous means the workforce consists of different, unrelated disciplines. The heterogeneous, value-adding areas must be defined individually for each company, but often include a fully comprehensive supply chain management, which includes both strategic purchasing as well as the own logistics, but also plants and business units with independent functions. Value-adding areas are defined to be directly involved in the value chain of the company. The function is typically located at 4th management level with it at least 3 subordinate levels of management.

Scope of Decisions

This factor assesses the significance of the decisions the position holder is directly responsible for in terms of geographic coverage levels. At the lowest level the decisions are of local or regional importance, at the highest level the decisions have an impact on key areas of an organisation with global significance. Normal operative execution of decisions should not be evaluated here.

Factor level 1

Scope of the decisions is at national or regional level

The decisions have an impact on the particular region in which the position holder is located. The homeland and directly adjacent countries, where the organisation operates to a limited extent, are understood as region.

2

Multinational scope of the decisions

The scope of the decision extends over several countries typically on one continent or in one cultural area.

3

International scope of the decisions

The decisions affect key areas of the organisation or independent business units that operate on 2 to 3 continents.

4

Global scope of the decisions

The decisions affect key areas of the organisation or independent business units, which operate independently on 3 or more continents.

Communication

By the requirements on communication abilities, we assess the nature and influence of the interaction with internal and external communication partners. The aim of the interaction is the exchange of technical information, influence or negotiations. The ability to interact with individuals and groups successfully is based on intercultural competence and social skills. This category covers the interpersonal skills considered relevant to the job evaluation requirements.

Factor level 3

The position requires very good communication skills and social skills

Subjects of various nature and complexity processed in a target-group-oriented manner. The position holder is in constant exchange within the organisation and/or with customers and/or with partners concerning complex issues. This factor is usually chosen to evaluate 2nd level support in a call centre that requires the exchange of information of higher complexity.

Factor level 4

Strong communication skills and empathy to communicate complex issues

Adequate social and intercultural competences are required. The position holder is able to motivate and positively influence others in his/her interactions. Complex issues processed in a target-group-oriented manner. Constant exchange and intensive networking within the organisation and/or with customers and/or with partners. The complexity arises from the different hierarchical and / or professional levels and cultural backgrounds of the recipients. For example, attendance at professional conferences and meetings as well as the publication of scientific articles. Participation in and holding negotiations can be part of the position.

5

Convincing demeanour and diplomatic skills in negotiations

The core responsibilities of the position include leading negotiations with internal parties such as labour representatives and / or customers as well as external suppliers and other service providers. If necessary, conflicts of interest have to be solved with an appropriate degree of diplomacy and skill in delicate negotiations. This level implies a high degree of social and intercultural competence and experience.

6

Representing the organisation in a certain field

The position holder constantly communicates with important recipients. A central requirement is the representation and communication of corporate interests within the company or stakeholders such as works council or upper management. Furthermore the position holder is in constant exchange with cross-company specialist networks or key-customers.

7

Representing the organisation at national or international level

Demands on the communication skills include the representation of the company to the general public and the media. The position holder is an ambassador of the organisation, holds opinion leadership in global networks and possibly exerts influence on policy makers and / or organisations. This creates a positive image of the organisation / industry in public discourse.

Executive Level

Executive jobholders have overall organisational responsibility for individual organisations / business units or a (corporate) group / a (large) corporation. They are accountable for business performance (P&L) as well as responsible for the functional and/or cross-divisional strategy in the respective area of responsibility. This includes C-level functions such as (group) management board members, managing directors, business managers and heads of strategic corporate functions.

- ▶ Only executive director positions that are involved in the day-to-day management are to be evaluated with this career path.
- ▶ Members of the supervisory board or non-executive directors in Anglo-Saxon companies are not to be evaluated with this career path.

Level of Managerial Responsibility

This factor refers to the level of authority, decision-making responsibility, and influence a position holds within the organisation's management hierarchy. This factor gauges the strategic impact and overall accountability of the position.

Factor level 1

Member of the Executive Team

This level represents a leadership position with responsibility for developing and implementing strategic plans, managing divisions or departments, and contributing to the organisation's strategic goals and objectives. While these positions may not have the same decision-making authority as members of the management board, they play a crucial part in the long-term success of the company.

2

Member of the Management Board

This level signifies a position that is part of the organisation's governing body. These positions contribute to strategic decision-making, provide operational oversight, and have significant responsibility in shaping the strategic direction of the company / organisation.

3

Chairman, CEO or Speaker of the Management Board

This level indicates the highest management position in an organisation, responsible for setting the strategic direction, making and being accountable for key business decisions, and ensuring the company's / organisation's overall performance and success.

Number of employees within the organisation

This factor evaluates the scale or size of the organisation where the executive role is situated. The number of employees provides a measure of the overall responsibility and impact associated with the position, considering the number of individuals employed within the organisation.

Factor level 1	Number of employees is below 50
2	Number of employees is between 50 and 125
3	Number of employees is between 125 and 250
4	Number of employees is between 250 and 500
5	Number of employees is between 500 and 1.000
6	Number of employees is between 1.000 and 2.000
7	Number of employees is between 2.000 and 4.000
8	Number of employees is between 4.000 and 8.000
9	Number of employees is between 8.000 and 16.000
10	Number of employees is between 16.000 and 32.000
11	Number of employees is between 32.000 and 64.000
12	Number of employees is between 64.000 and 128.000
13	Number of employees is between 128.000 and 256.000
14	Number of employees is more than 256.000

Type of Business Unit / Organisation

This factor refers to the type and structure of the organisation or business unit that a position has oversight for. It provides an indication of the complexity, impact, and scope of responsibilities associated with the position, based on the organisational structure and the interrelation of business units.

Factor level 1	
1	Subsidiary of independent company
2	Second-tier subsidiary in a group / corporation
3	Independent Company

	Dependent company/organisation or business unit that usually functions as a national subsidiary, service and/or sales unit, and acts independently in day-to-day operations.
	The second-tier subsidiary is a subsidiary of a group subsidiary. This can be a national company or an organisation or business unit that focuses on parts of the value chain such as production, logistics, service or sales.
	Independent, strategically autonomous company / organisation or business unit, that does not fall under the control of a larger corporation or group. The company / organisation may have its own subsidiaries that focus on partial aspects of the value chain, such as production, logistics, service or sales.

Factor level 4

Group subsidiary

A group subsidiary is a tactically autonomous entity that is part of a larger corporate structure and is integrated with the operations of other business units. The activities of the group subsidiary cover several business areas whose complexity goes beyond mere service or sales units.

- ▶ The group subsidiary may have its own subsidiaries that focus on partial aspects of the value chain, such as production, logistics, service or sales.

5

Corporation with subsidiaries

A corporation (typically defined as „mid“ or „large cap“) comprises of several different subsidiaries or organisational units, operating in similar or related industries/sectors.

- ▶ In this context, a corporation refers to the combination of a controlling company and one or more dependent companies to form an economic unit under the management of the controlling company, whereby each company in the group continues to prepare its own financial statements and is legally independent.

6

Subgroup of a complex corporation

A subgroup is a strategically autonomous entity or autonomous organisational unit that is part of a larger corporate structure and operates independently of other business units, and may have its own subsidiaries.

- ▶ Its operations contains multiple and significant business divisions whose complexity goes beyond pure service or sales units.

7

Complex corporation with subgroups / -organisations

A large corporation (typically defined as a „large cap“) comprises of multiple and extensive subgroups or organisational units, often operating in different industries/sectors.

- ▶ In this context, a large corporation refers to the combination of a controlling company and one or more dependent companies to form an economic unit under the management of the controlling company, whereby each company in the group continues to prepare its own financial statements and is legally independent.

Geographical Scope of the organisation

This factor assesses the geographical range over which an organisation and subsequently the Executive role within the organisation operates or has influence. It considers the geographical breadth of business units, markets, or territories that the role is responsible for, which could range from national, regional, international to global levels. This factor helps determine the complexity, diversity, and challenges inherent in the role due to the variability of markets, regulations, cultures, and business practices across different geographical locations.

Factor level 1

1
Organisation operates at national or regional level

Here, region is understood to mean the home country and directly neighboring countries in which the organisation operates to a limited extent.

2

2
Multinational organisation

The organisation spans multiple countries typically of a continent or cultural area. Smallest multi country sales or service units typically do not drive complexity to this level.

3

3
International organisation

The organisation has subsidiaries operating on 2 to 3 continents. Smallest internationally distributed sales or service units typically do not drive complexity to this level.

4

4
Global organisation

The organisation has subsidiaries that operate on 3 or more continents. Smallest globally distributed sales or service units typically do not drive complexity to this level.

Value Chain Complexity

This factor assesses the degree of complexity and diversification within an organisation's value chain, that a specific position is responsible or provides oversight for.

The value chain is made up of all the activities that companies go through to bring a product or service from conception to delivery to the client, including procurement, production, distribution, marketing, sales, and service.

This factor helps evaluate the multifaceted nature of the position, considering the number of distinct processes, interactions, dependencies, and stakeholders within the value chain of the respective organisation, as well as the potential volatility of these elements. High value chain complexity often implies increased decision-making responsibility, strategic impact, and risk management.

Factor level 1

Activities that add limited value to an already created / developed product or service

This level refers to tasks or operations that contribute a minor extent of additional value to a product or service that has been previously designed or produced. These activities are not the core processes that create the main value of the product or service, but they do play a role in fine-tuning it for consumption, increasing customer satisfaction, or facilitating its final delivery to the end user.

In terms of the "value chain complexity" factor, these limited-value activities often represent a lower level of complexity and diversification within an organization's value chain. The positions overseeing these activities usually manage fewer distinct processes, interactions, dependencies, and stakeholders.

Positions might have less decision-making responsibility and strategic impact compared to positions overseeing more significant value-adding activities. Nonetheless, these positions contribute to the overall functioning and performance of the organisation's value chain.

2

Partial value chain consisting of individual elements with homogeneous products / services

This level refers to a segment of the entire value chain that handles identical or very similar products or services. It involves a series of connected activities that contribute to the creation, enhancement, or delivery of these consistent products or services.

In this context, "homogeneous products/services" mean that the outputs of the processes within this part of the value chain are generally similar, having common features, quality, or functionality. These might include products produced in a batch, or services delivered to a standard specification.

Positions responsible for this segment might require specialized skills or knowledge pertinent to the specific products or services handled, but they may not involve the same degree of broad strategic impact, decision-making responsibility, or risk management as positions overseeing a more diversified or comprehensive segment of the value chain.

Factor level 3

Partial value chain consisting of individual elements with heterogeneous products / services

This level refers to a segment of the entire value chain that handles a variety of different products or services. This involves a sequence of interconnected activities contributing to the creation, enhancement, or delivery of these diverse products or services.

In this context, “heterogeneous products/services” implies that the outputs of the processes within this segment of the value chain differ in their features, quality, or functionality. These could be custom-made products or tailored services catering to specific needs.

This subset of the value chain could represent a more complex, diversified level within the organization’s value chain. Positions responsible for this segment might need a broader set of skills or knowledge, ability to handle varying customer needs, and higher capacity for decision-making and problem-solving. They could carry greater strategic impact, decision-making responsibility, and risk management as they manage a wider variety of products, services, or client scenarios.

4

Full value chain, from R&D to production and distribution with homogeneous products / services

This level refers to overseeing the entire sequence of activities that contribute to the creation, enhancement, delivery, and after-sale service of identical or similar products or services.

This involves managing all aspects, from research and development (R&D) to production and finally to distribution. “Homogeneous products/services” implies that the outputs at each stage are generally similar in nature, offering common features, quality, and functionality.

Positions at this level would demand a comprehensive understanding of all the stages involved in bringing the product or service to market. Such roles usually involve significant strategic impact, decision-making responsibility, and risk management, although the homogeneity of the products or services might simplify some of these aspects compared to dealing with a more diverse product or service range.

5

Full value chain, from R&D to production and sales with heterogeneous products / services

This level refers to overseeing the complete series of activities that contribute to the creation, production, delivery, and after-sale service of a variety of different products or services.

This involves managing all stages, from research and development (R&D) to production and finally to sales. “Heterogeneous products/services” signifies that the outputs at each stage are varied in nature, having distinct features, quality, and functionality.

Positions responsible for overseeing this complete value chain with heterogeneous products/services would require a comprehensive understanding of all the stages involved in bringing a diverse range of products or services to market. Such positions usually entail significant strategic impact, decision-making responsibility, and risk management, with the complexity and diversity of the products or services adding to the level of challenge and responsibility involved in these positions.

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.

Professional Knowledge

- Factor level 1** — The position requires professional knowledge obtained by a brief instruction
- Factor level 2** — The position requires professional knowledge that can be obtained by brief on-the-job training
- Factor level 3** — The position requires professional knowledge that can be obtained by specific courses or structured training
- Factor level 4** — The position requires professional knowledge that is normally obtained by a completed professional education / vocational training
- Factor level 5** — The position requires professional knowledge typically based on a professional education with additional qualifications or short cycle studies
- Factor level 6** — The position requires professional knowledge that can be obtained through a first degree (undergraduate) or an advanced vocational qualification
- Factor level 7** — The position requires professional knowledge at master's degree level (postgraduate)
- Factor level 8** — The position requires professional knowledge that exceeds university degree level (PhD/doctorate)
- Factor level 9** — The position requires professional knowledge of highest scientific standards

Experience

- Factor level 1** — No relevant work experience
- Factor level 2** — Initial relevant work experience
- Factor level 3** — Developing professional experience
- Factor level 4** — Intermediate professional experience
- Factor level 5** — Advanced professional experience
- Factor level 6** — Significant long-term professional experience in the field
- Factor level 7** — Extensive professional and industry experience
- Factor level 8** — Comprehensive and extensive experience in the industry / sector

Cognitive Abilities / Problem Solving

- Factor level 1 — Performing mostly manual routine tasks devoid of specific requirements
- Factor level 2 — Performing routine tasks
- Factor level 3 — The position requires basic abilities to show judgement within straightforward basic conditions
- Factor level 4 — Known solutions and technical expertise are applied to recurring problems
- Factor level 5 — Solving new problems. Recombination of known solutions or technical information
- Factor level 6 — Assessment of new problems, analysis and modification of known solutions
- Factor level 7 — Analysis of new problems, assessment of technical information and other sources, development of new solutions
- Factor level 8 — Development of innovative concepts and strategies
- Factor level 9 — Research and development work in highly complex contexts

People Responsibility

- Factor level 1 — Responsibility is limited to the own position
- Factor level 2 — Instruction of new colleagues
- Factor level 3 — Coordination of a team
- Factor level 4 — Training and instructing others
- Factor level 5 — Formal education / vocational training and mentorship
- Factor level 6 — Organisation and supervision of a group of employees
- Factor level 7 — Highest technical, non-disciplinary authority / guru in a scientific or technical field

Organisational Knowledge

- Factor level 1 — Basic knowledge in the context of the workplace
- Factor level 2 — Organisational knowledge at group level
- Factor level 3 — Operative organisational knowledge within a department
- Factor level 4 — Organisational knowledge of own field / department and interconnected units
- Factor level 5 — Organisational knowledge of own field / department and its relation to the business objectives
- Factor level 6 — Knowledge of area/division and its operational interdependencies within the organisation
- Factor level 7 — Good operative and strategic knowledge of the own organisation
- Factor level 8 — Deep and broad knowledge of the entire own organisation and its strategy
- Factor level 9 — Deep and broad knowledge of their own organisation and external factors of importance to the company's business strategy

Processes

- Factor level 1 — Running and / or maintaining processes
- Factor level 2 — Monitoring processes
- Factor level 3 — Optimising existing processes, participation in the development of new processes
- Factor level 4 — Developing new processes of department-wide significance
- Factor level 5 — Develop new processes of divisional significance
- Factor level 6 — Develop new processes with company-wide significance

Complexity

- Factor level 1 — Simple processes
- Factor level 2 — Complex processes
- Factor level 3 — Highly complex processes

Functional Responsibility

- Factor level 1** — Execution of tasks which are closely bound by instructions, with no scope of action
- Factor level 2** — The scope of action is limited to the own workplace
- Factor level 3** — Making operational-technical decisions affecting the work of the own group
- Factor level 4** — Making operational-technical decisions affecting the work of other groups
- Factor level 5** — Making technical decisions for other groups
- Factor level 6** — Technical / functional leadership of a sub-discipline
- Factor level 7** — Technical / functional leadership of a discipline
- Factor level 8** — Technical / functional leadership of a discipline with business strategic relevance
- Factor level 9** — Decisions and actions impact the corporate strategy and business results

Scope of Decisions

- Factor level 1** — Scope of the decisions is at national or regional level
- Factor level 2** — Multinational scope of the decisions
- Factor level 3** — International scope of the decisions
- Factor level 4** — Global scope of the decisions

Communication

- Factor level 1** — Polite everyday communication, limited to the workplace
- Factor level 2** — The position requires good communicationskills in a team or with clients and a certain degree of empathy
- Factor level 3** — The position requires very good communication skills and social skills
- Factor level 4** — Strong communication skills and empathy to communicate complex issues
- Factor level 5** — Convincing demeanour and diplomatic skills in negotiations
- Factor level 6** — Representing the organisation in a certain field
- Factor level 7** — Representing the organisation at national or international level

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).

Professional Knowledge

- Factor level 4** — The position requires professional knowledge that is normally obtained by a completed professional education / vocational training
- Factor level 5** — The position requires professional knowledge typically based on a professional education with additional qualifications or short cycle studies
- Factor level 6** — The position requires professional knowledge that can be obtained through a first degree (undergraduate) or an advanced vocational qualification
- Factor level 7** — The position requires professional knowledge at master's degree level (postgraduate)
- Factor level 8** — The position requires professional knowledge that exceeds university degree level (PhD/doctorate)
- Factor level 9** — The position requires professional knowledge of highest scientific standards

Experience

- Factor level 3** — Developing professional experience
- Factor level 4** — Intermediate professional experience
- Factor level 5** — Advanced professional experience
- Factor level 6** — Significant long-term professional experience in the field
- Factor level 7** — Extensive professional and industry experience
- Factor level 8** — Comprehensive and extensive experience in the industry / sector

Cognitive Abilities / Problem Solving

- Factor level 4 — Known solutions and technical expertise are applied to recurring problems
- Factor level 5 — Solving new problems. Recombination of known solutions or technical information
- Factor level 6 — Assessment of new problems, analysis and modification of known solutions
- Factor level 7 — Analysis of new problems, assessment of technical information and other sources, development of new solutions
- Factor level 8 — Development of innovative concepts and strategies
- Factor level 9 — Research and development work in highly complex contexts

Project Responsibility

- Factor level 1 — Planning and coordination of sub-projects
- Factor level 2 — Full responsibility for a sub-project
- Factor level 3 — Operative management of a project
- Factor level 4 — Strategic management of a project
- Factor level 5 — Multi-project management / programme management

Leadership Span

- Factor level 1 — Up to 10 employees
- Factor level 2 — 10 to 50 employees
- Factor level 3 — 50 to 100 employees
- Factor level 4 — 100 to 300 employees
- Factor level 5 — More than 300 employees

Organisational Knowledge

- Factor level 3 — Operative organisational knowledge within a department
- Factor level 4 — Organisational knowledge of own field / department and interconnected units
- Factor level 5 — Organisational knowledge of own field / department and its relation to the business objectives
- Factor level 6 — Knowledge of area / division and its operational interdependencies within the organisation
- Factor level 7 — Good operative and strategic knowledge of the own organisation
- Factor level 8 — Deep and broad knowledge of the entire own organisation and it's strategy
- Factor level 9 — Deep and broad knowledge of their own organisation and external factors of importance to the company's business strategy

Project Size

- Factor level 1 — Coordination of sub-projects
- Factor level 2 — Small project
- Factor level 3 — Medium project
- Factor level 4 — Large project
- Factor level 5 — Major project of company-wide, strategic importance

Project Budget

- Factor level 1 — No direct budget and resource responsibility
- Factor level 2 — Up to € 25,000
- Factor level 3 — 25.000 – 50.000 €
- Factor level 4 — 50.000 – 100.000 €
- Factor level 5 — 100.000 – 250.000 €
- Factor level 6 — 250.000 – 500.000 €
- Factor level 7 — 0,5 – 1 MM €
- Factor level 8 — 1 – 5 MM €
- Factor level 9 — 5 – 25 MM €
- Factor level 10 — 25 – 100 MM €
- Factor level 11 — 100 – 500 MM €
- Factor level 12 — above 500 MM €

Communication

- Factor level 3 — The position requires very good communication skills and social skills
- Factor level 4 — Strong communication skills and empathy to communicate complex issues
- Factor level 5 — Convincing demeanour and diplomatic skills in negotiations
- Factor level 6 — Representing the organisation in a certain field
- Factor level 7 — Representing the organisation at national or international level

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.

Professional Knowledge

- Factor level 4** — The position requires professional knowledge that is normally obtained by a completed professional education / vocational training
- Factor level 5** — The position requires professional knowledge typically based on a professional education with additional qualifications or short cycle studies
- Factor level 6** — The position requires professional knowledge that can be obtained through a first degree (undergraduate) or an advanced vocational qualification
- Factor level 7** — The position requires professional knowledge at master's degree level (postgraduate)
- Factor level 8** — The position requires professional knowledge that exceeds university degree level (PhD/doctorate)
- Factor level 9** — The position requires professional knowledge of highest scientific standards

Experience

- Factor level 3** — Developing professional experience
- Factor level 4** — Intermediate professional experience
- Factor level 5** — Advanced professional experience
- Factor level 6** — Significant long-term professional experience in the field
- Factor level 7** — Extensive professional and industry experience
- Factor level 8** — Comprehensive and extensive experience in the industry / sector

Cognitive Abilities / Problem Solving

- Factor level 4 — Known solutions and technical expertise are applied to recurring problems
- Factor level 5 — Solving new problems. Recombination of known solutions or technical information
- Factor level 6 — Assessment of new problems, analysis and modification of known solutions
- Factor level 7 — Analysis of new problems, assessment of technical information and other sources, development of new solutions
- Factor level 8 — Development of innovative concepts and strategies
- Factor level 9 — Research and development work in highly complex contexts

Span of Control

- Factor level 1 — Leading a small team (1 to 5 employees)
- Factor level 2 — Leading a medium-sized team (6 to 12 employees)
- Factor level 3 — Leading a large team (more than 12 employees)
- Factor level 4 — Leading 1-3 direct leaders
- Factor level 5 — Leading 4-7 leaders
- Factor level 6 — Leading more than 7 leaders

Occupation Group Managed

- Factor level 1 — Unskilled or semi-skilled employees
- Factor level 2 — Qualified staff, particularly fully trained or certified employees
- Factor level 3 — Highly qualified staff, particularly employees with graduate degrees

Organisational Knowledge

- Factor level 3 — Operative organisational knowledge within a department
- Factor level 4 — Organisational knowledge of own field/department and interconnected units
- Factor level 5 — Organisational knowledge of own field / department and its relation to the business objectives
- Factor level 6 — Knowledge of area/division and its operational interdependencies within the organisation
- Factor level 7 — Good operative and strategic knowledge of the own organisation
- Factor level 8 — Deep and broad knowledge of the entire own organisation and its strategy
- Factor level 9 — Deep and broad knowledge of their own organisation and external factors of importance to the company's business strategy

Processes

- Factor level 2 — Monitoring processes
- Factor level 3 — Optimising existing processes, participation in the development of new processes
- Factor level 4 — Developing new processes of department-wide significance
- Factor level 5 — Develop new processes of divisional significance
- Factor level 6 — Develop new processes with company-wide significance

Complexity

- Factor level 1 — Simple processes
- Factor level 2 — Complex processes
- Factor level 3 — Highly complex processes

Organisational Responsibility

- Factor level 1 — Responsibility for operational/technical and disciplinary decisions for the own team. (1st management-level)
- Factor level 2 — Direct disciplinary responsibility for the own department (2nd management-level) and indirect responsibility for subordinate teams
- Factor level 3 — Leading multiple levels of hierarchy (3rd management level) in a homogeneous, supportive area
- Factor level 4 — Leading multiple levels of hierarchy (3rd management level) in a homogeneous, value-adding area
- Factor level 5 — Leading multiple levels of hierarchy (3rd to 4th management level) in a heterogeneous, supportive area
- Factor level 6 — Leading multiple levels of hierarchy (3rd to 4th management level) in a heterogeneous, value-adding area

Scope of Decisions

- Factor level 1 — Scope of the decisions is at national or regional level
- Factor level 2 — Multinational scope of the decisions
- Factor level 3 — International scope of the decisions
- Factor level 4 — Global scope of the decisions

Communication

- Factor level 3** — The position requires very good communication skills and social skills
- Factor level 4** — Strong communication skills and empathy to communicate complex issues
- Factor level 5** — Convincing demeanour and diplomatic skills in negotiations
- Factor level 6** — Representing the organisation in a certain field
- Factor level 7** — Representing the organisation at national or international level

Executive Level

Executive jobholders have overall organisational responsibility for individual organisations / business units or a (corporate) group / a (large) corporation. They are accountable for business performance (P&L) as well as responsible for the functional and/or cross-divisional strategy in the respective area of responsibility. This includes C-level functions such as (group) management board members, managing directors, business managers and heads of strategic corporate functions.

Level of Managerial Responsibility

Factor level 1 — Member of the Executive Team

Factor level 2 — Member of the Management Board

Factor level 3 — Chairman, CEO or Speaker of the Management Board

Number of employees within the organisation

Factor level 1 — Number of employees is below 50

Factor level 2 — Number of employees is between 50 and 125

Factor level 3 — Number of employees is between 125 and 250

Factor level 4 — Number of employees is between 250 and 500

Factor level 5 — Number of employees is between 500 and 1.000

Factor level 6 — Number of employees is between 1.000 and 2.000

Factor level 7 — Number of employees is between 2.000 and 4.000

Factor level 8 — Number of employees is between 4.000 and 8.000

Factor level 9 — Number of employees is between 8.000 and 16.000

Factor level 10 — Number of employees is between 16.000 and 32.000

Factor level 11 — Number of employees is between 32.000 and 64.000

Factor level 12 — Number of employees is between 64.000 and 128.000

Factor level 13 — Number of employees is between 128.000 and 256.000

Factor level 14 — Number of employees is more than 256.000

Type of Business Unit / Organisation


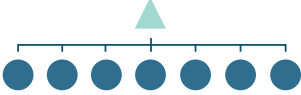

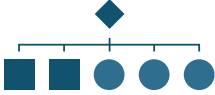

- Factor level 1 — Subsidiary of independent company
- Factor level 2 — Second-tier subsidiary in a group / corporation
- Factor level 3 — Independent Company
- Factor level 4 — Group subsidiary
- Factor level 5 — Corporation with subsidiaries
- Factor level 6 — Subgroup of a complex corporation
- Factor level 7 — Complex corporation with subgroups / -organisations

Geographical Scope of the organisation

- Factor level 1 — Organisation operates at national or regional level
- Factor level 2 — Multinational organisation
- Factor level 3 — International organisation
- Factor level 4 — Global organisation

Value Chain Complexity

- Factor level 1 — Activities that add limited value to an already created / developed product or service
- Factor level 2 — Partial value chain consisting of individual elements with homogeneous products / services
- Factor level 3 — Partial value chain consisting of individual elements with heterogeneous products / services
- Factor level 4 — Full value chain, from R&D to production and distribution with homogeneous products / services
- Factor level 5 — Full value chain, from R&D to production and sales with heterogeneous products / services

Organisational unit	Definition
<p>Job / Position</p> 	<p>The job is the smallest organizational unit. At this level, people are given (partial) tasks and responsibility for work equipment and processes.</p>
<p>Group / Team</p> 	<p>A group of employees who work together to achieve a common goal.</p>
<p>Field / Department</p> 	<p>Unit consisting of managers and their subordinate teams and directly managed employees (staff functions).</p>
<p>Area / Division</p> 	<p>A division usually comprises at least 3 hierarchical levels and includes departments as well as directly managed employees (staff functions), if applicable.</p>
<p>Organisation</p> 	<p>The organisational structure forms the hierarchical framework of an organisation. It determines which tasks are to be performed by which people and which materials.</p>

Job evaluation easily done.

user manual for gradar factors

UK version

www.gradar.com
gradar the job evaluation engine

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