



GLOBAL JOB LEVELING

Global Organizational Management | Global Job Architecture Design |
Alternative Job Leveling Approaches | Analytical Job Evaluation |
Semi-Analytical Career Mapping

Global Job Leveling

- Global growth, changing business models and work environments require the review and (re)design of job architectures, job levels and career models.



Ralf Hendrik Kleb
Managing Partner

Global business growth needs to be supported by advanced Organizational Management (OM) & HR service delivery models. A globally standardized **OM & IT infrastructure** is of critical importance for multiple corporate functions and builds the backbone of financial planning and reporting, as well as of the efficient and effective HR service delivery.

Effective global OM is more than the creation, change and delimitation of organization units and positions in the OM data core. It is the basis for the strategic and operational alignment of business strategy, organization development and workforce planning/steering.

A **job architecture model** combines job leveling structures with career paths and job families to serve as a comprehensive platform for supporting global growth across an organization.

The **analytical or semi-analytical job leveling** provides a career framework based on a ranking of jobs and roles by their complexity and impact. Job evaluation complements the reporting hierarchy shown in the organization chart through a systematic ranking of positions by impact levels. Thereby it provides the basis for the definition/differentiation of workforce segments, career categories, role levels, job titles and pay grades.

The whitepaper at hand offers an overview on fundamentals and alternative approaches to global job leveling.

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Global Organizational Management

Global business growth needs to be supported by advanced OM & HR service delivery models.

HR organizations have been faced with considerable efficiency and cost pressure during the last decade. In search for a new service delivery model most companies have set up an HR transformation program. Aiming at operational excellence most of those projects have been shaped by an HR-internal perspective.

Dominance of HR View

HR Efficiency and Operational Excellence will be achieved through:

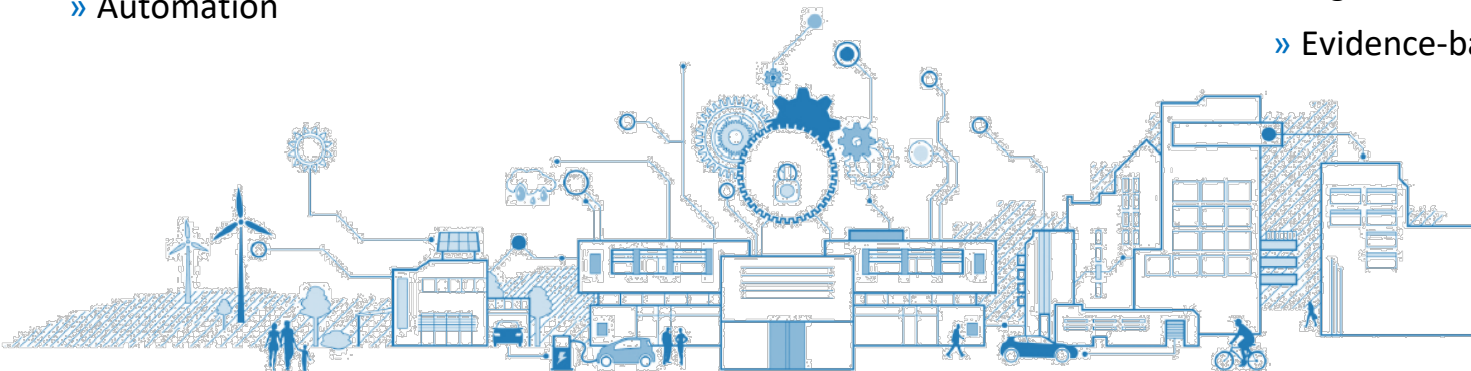
- » Increase of process quality
- » Performance improvement
- » Standardization
- » Harmonization
- » Automation

In a second wave the HR effectiveness needs to be reviewed and improved. HR organizations now have the opportunity to demonstrate their proficiency as thought leaders and scouts and to pioneer the path into a future of global, digitized and virtualized working environments. HR needs to investigate the resulting business needs, translate these needs into people strategies and implement them hand in hand with line managers.

Dominance of Business View

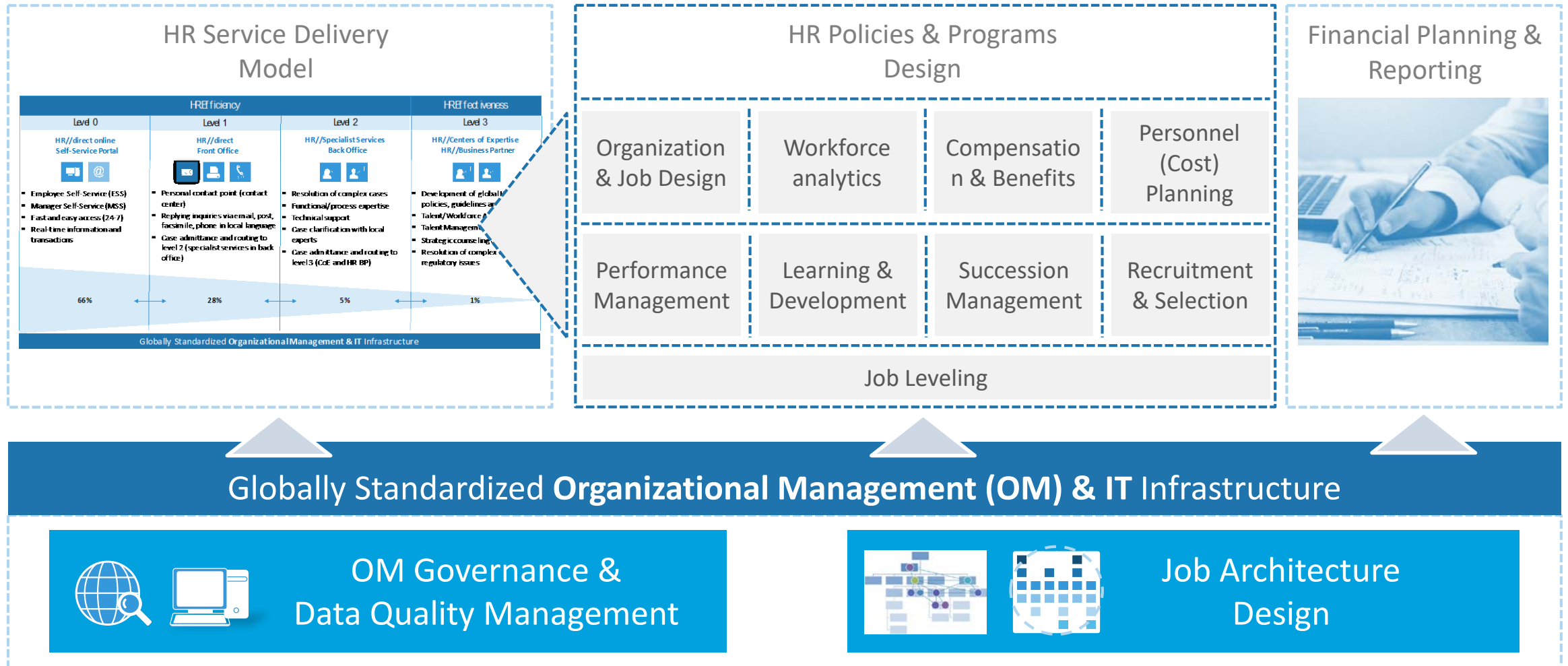
HR Effectiveness and Added Value will be achieved especially through:

- » Stakeholder segmentation and distinction
- » Alignment of people strategy with changing business needs of the digitized, virtualized and collaborative working environments
- » Evidence-based HR management and controlling



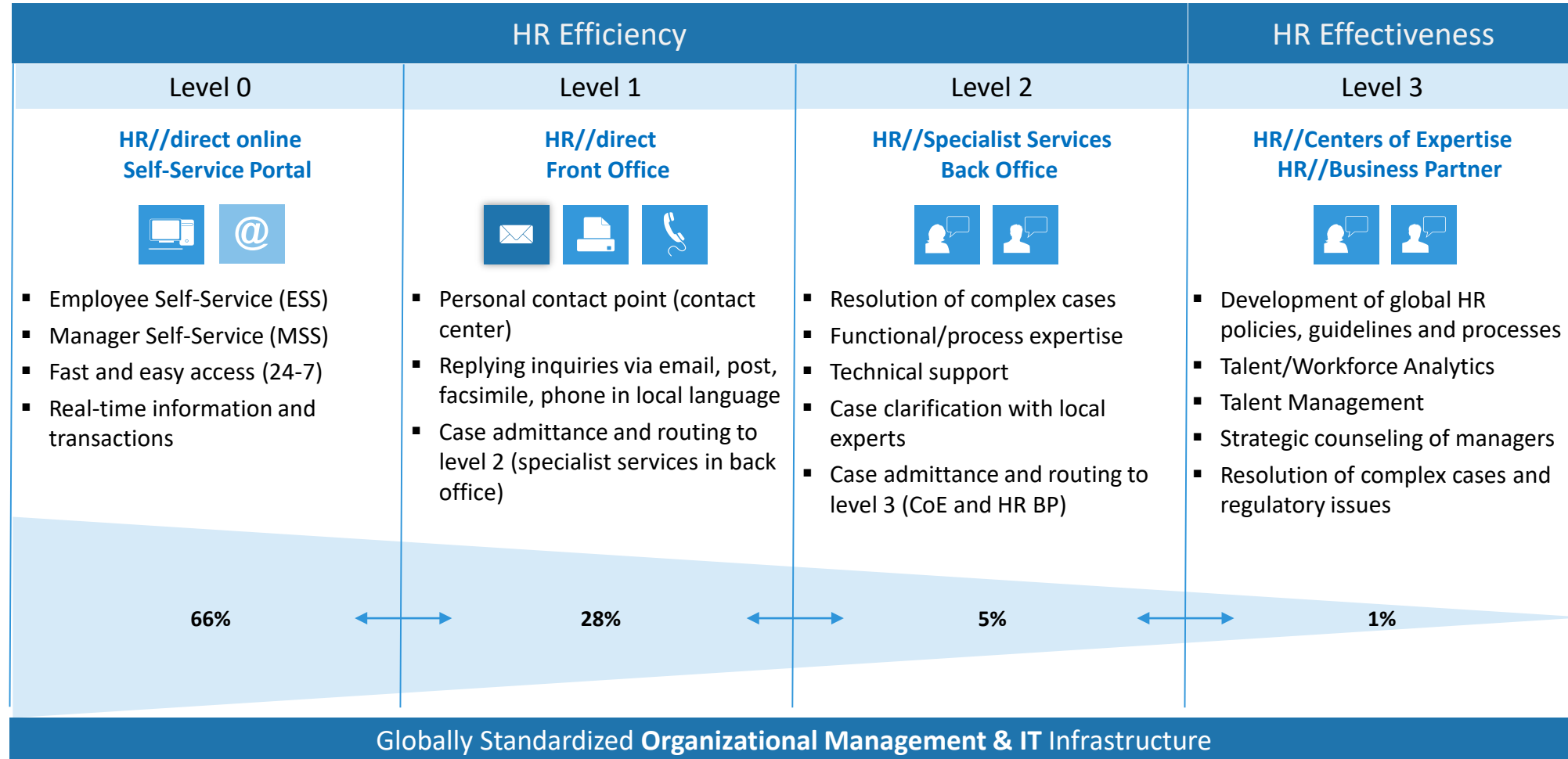
Global Organizational Management

A globally standardized OM & IT infrastructure is of critical importance for multiple corporate functions ...



Global Organizational Management

... and builds the backbone of efficient and effective HR service delivery.



Global Organizational Management

The critical importance of OM with its interdependencies is widely appreciated. However, global OM processes and data quality is an issue everywhere.

There is no clear proof for a single best practice, but there are some trends and smart practices that may help to describe and shape the future of organizational management:

- » general trend towards evidence-based people management
- » organizational management is increasingly seen as a holistic function (governance, consulting and data management)
- » organizational data will become an even more critical resource in predictive talent & workforce analytics
- » globally standardized HR processes will be supported by integrated IT solutions (as offered by e.g. SAP/SuccessFactors)

In general, these developments require the further

- » alignment and integration of processes
- » standardization and harmonization of processes
- » automation of processes based on a globally unified IT platform

From an OM perspective, these developments require

- » some fundamental improvements based on the review and redesign of strategic organizational, HR and IT concepts
- » some redesign of OM-related workflows, structures and roles
- » a variety of systems-related improvement measures, such as automated links and plausibility checks
- » the subsequent alignment of policies, guidelines and training measures

Global Organizational Management

The OM backlog demand or improvement needs should be assessed by their impact and investment effort.

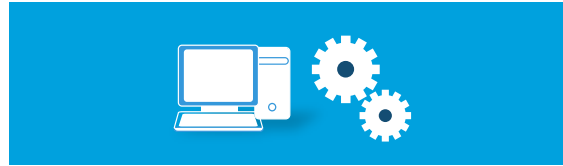
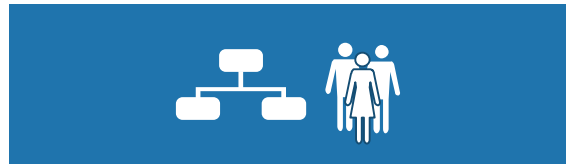


FUNDAMENTAL/STRATEGIC IMPROVEMENTS

1. Review holistic organization management concept
2. Specify organizational and personnel planning concept
3. Redesign and align job family and position management concept
4. Integrate planning with personnel requisition process
5. Review further optimization potential through process standardization and integrated IT-solutions
6. ...

ORGANIZATIONAL IMPROVEMENTS

1. Oblige all legal entities to use a dedicated regional HR/OM service hub
2. Install a global OM expert in each business segment
3. Enhance dedicated regional HR experts with data quality role
4. Implement standard SLA for HR/OM service hubs and legal entities
5. ...



SYSTEMS & TOOLS IMPROVEMENTS

1. Revise OM processes
2. Specify and implement automated links and plausibility checks
3. Establish a data quality index
4. Define and display global OM roles
5. ...

GUIDELINES & TRAINING

1. Clarify and communicate OM interdependency matrix
2. Align OM policy and guidelines
3. Design and implement role-specific training concept
4. ...



Examples

Global Organizational Management

Effective global OM is more than the creation, change and delimitation of organization units and positions in the OM data core. It is the basis for the strategic and operational alignment of business strategy, organization development and workforce planning/steering.

<i>Example</i>	LOCAL / LEGAL ENTITY LEVEL	REGIONAL LEVEL	CORPORATE LEVEL
RESPONSIBILITIES	<ul style="list-style-type: none"> ▪ Certified local organization and job evaluation specialist for legal entities within a region ▪ Alignment of local needs with regional and corporate framework ▪ Communication & implementation of corporate and regional organizational standards within a country and/or legal entity 	<ul style="list-style-type: none"> ▪ Regional coordination of organizational affairs (central interface to corporate organization management for all legal entities within a region) ▪ Communication & implementation of corporate organizational standards within a region 	<ul style="list-style-type: none"> ▪ Corporate global responsibility for organizational affairs ▪ Assurance of organizational standards for all corporate functions, business segments, regions and legal entities ▪ Global responsibility for job evaluation and grading of (top) executive positions
TASKS	<ul style="list-style-type: none"> ▪ Local responsibility for job evaluation of classified positions and their allocation to pay scale groups ▪ Pre-evaluation and grading of local exempt positions ▪ Regular update of organization charts, maintenance and update of job family catalogue and job evaluation database for local classified and exempt positions 	<ul style="list-style-type: none"> ▪ Regular update of organization charts, maintenance and update of job family catalogue and job evaluation database ▪ Implementation/maintenance of updated organizational standards (e.g. job evaluation methodology) ▪ Accompanying the analysis and revision of organizational structures and functional changes ▪ Regional responsibility for job evaluation and grading of classified & exempt positions ▪ Pre-evaluation and grading of regional/local executive positions 	<ul style="list-style-type: none"> ▪ Design of organizational standards (e.g. standard management structures, job family structures and headcount structures) ▪ Provision of organizational data templates and KPI inventory ▪ Benchmarking and validation of structures, span of control and functional changes, and alignment with corporate/business strategies ▪ Qualification and certification of organization managers and regional job evaluation specialists

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Global Job Architecture Design

Major organizational challenges of global growth

Heterogeneity of Organization

- Size/Maturity & Performance
- Regions/Countries & Cultures
- Business Lines
- Functional Disciplines
- Job Families

Diversity of Leadership Roles

- Disciplinary Leadership Responsibility
- Project Responsibility
- Subject-Matter Responsibility in Functional Areas & Networks

Heterogeneity of Leadership Structures

- Organizational & Results Impact
- Leadership Culture
- Span of Control
- Employee/Career Categories

Diversity of Job/Role Requirements

- Leadership Roles
- Management Levels
- Expert/Professional Levels
- Individual Contributors

Heterogeneity of Legal Framework

- Collective Labor Agreements (Working Conditions, Pay-Scale, ...)
- Labor Law, Tax, ...

Diversity of HR Policies & Processes

- Maturity of HR Organization
- Talent & Performance Management
- Total Reward Management

Needs & Benefits

JOB ARCHITECTURE APPLICATION Areas

Organization Design & Development

HR Policies & Processes

Personnel (Cost) Planning & Reporting

Financial Planning & Reporting

Global Alignment of HR Policies & Processes

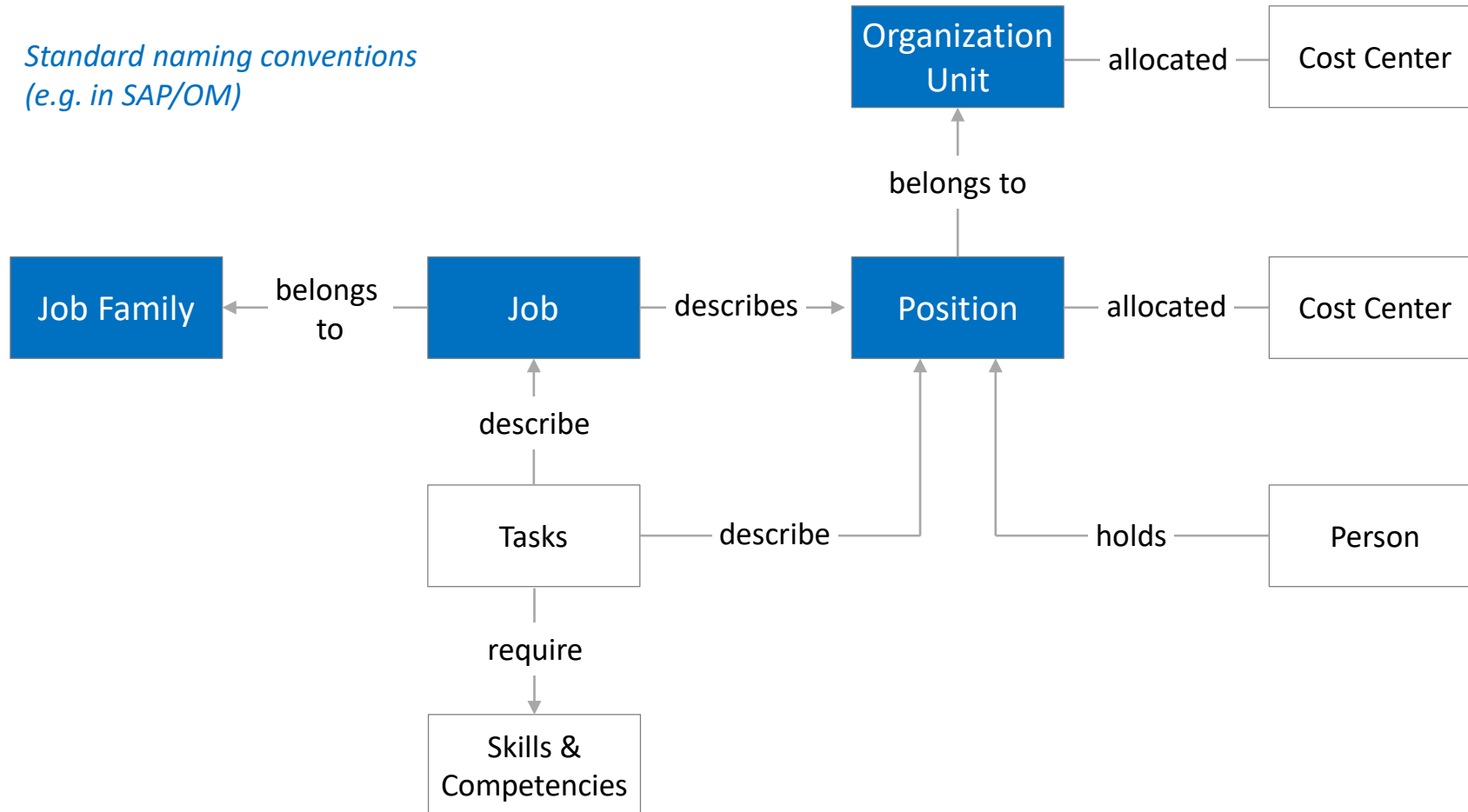
- Allocation of Headcount Quotas
- Titles & Naming Conventions
- Management Circles & Communication Platforms
- Career Design & Development
- Succession Planning for Key Positions
- Recruitment/Staffing
- Global Mobility
- Base Pay, Variable Pay & Benefits
- Company Car Policy

...

Global Job Architecture Design

Fundamental “objects” of a global organization management system provide the basis for proper financial and personnel planning/reporting.

*Standard naming conventions
(e.g. in SAP/OM)*



Global Job Architecture Design

Global organizational growth requires a common language for organizational management.

Functional Area (or Job Family)

A group of job families which belong to a similar field of activity, perform related work, share a common professional development and career structure.

Job Family (or Job Sub-Family)

A group of jobs in different organizational levels which reflect a natural career path using similar capabilities and skill sets.

Job (or Role, Job Role)

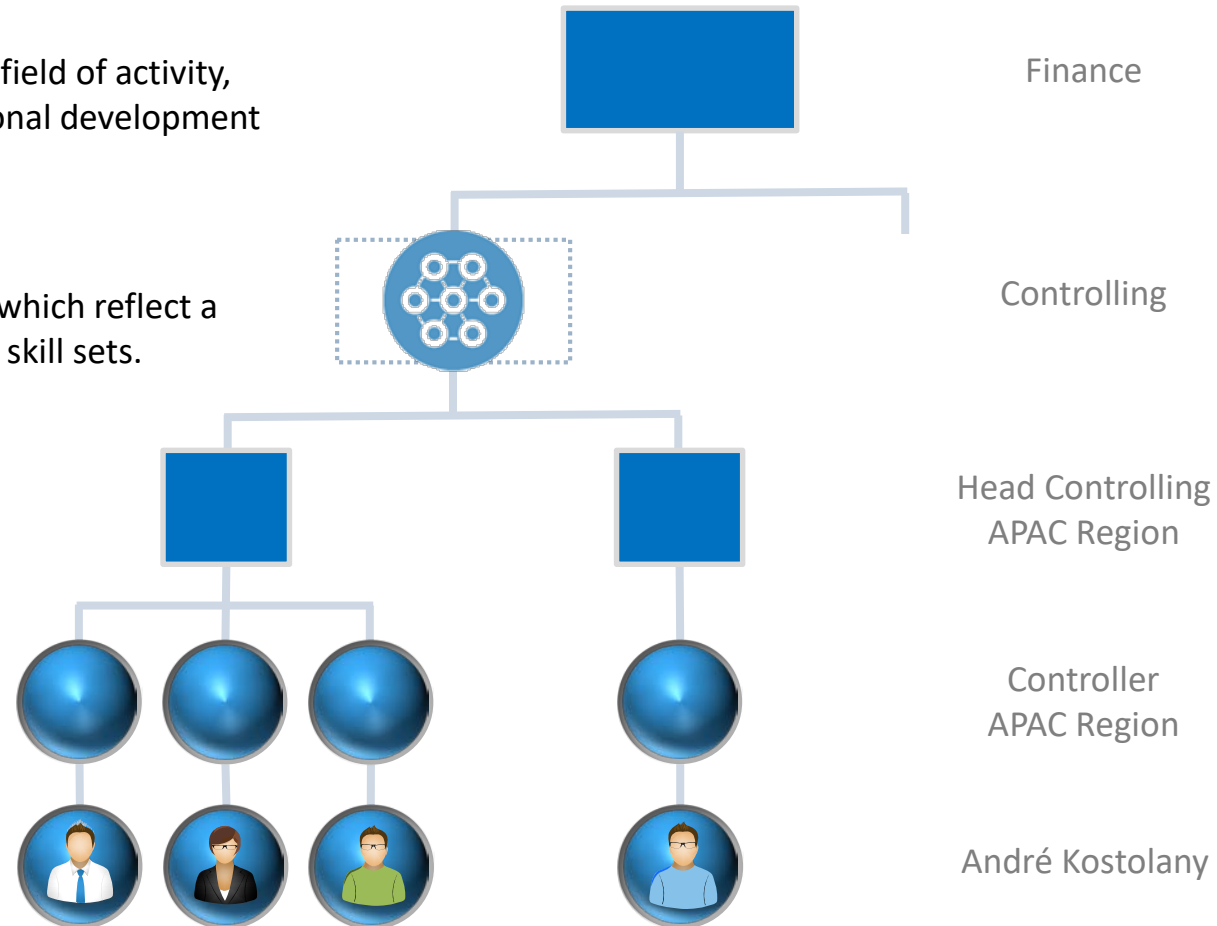
A group of positions with similar purpose, accountabilities, scope, skills and capabilities.

Position

A specific job held by an employee.

Employee

An individual person holding the position.



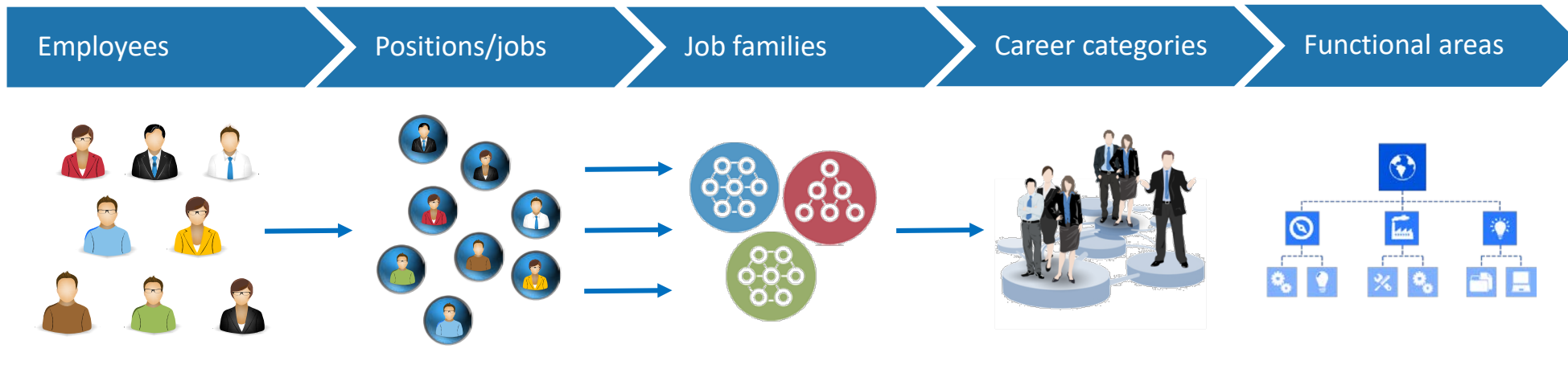
Global Job Architecture Design

Job Leveling provides the basis for integrated talent & performance management systems.



Global Job Architecture Design

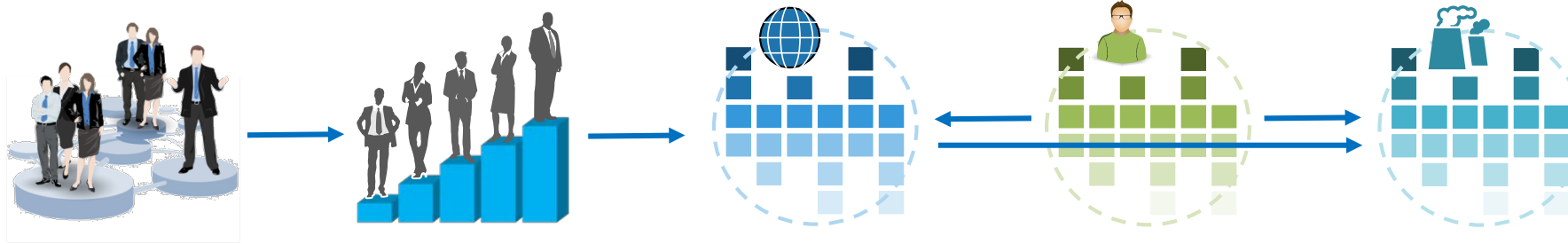
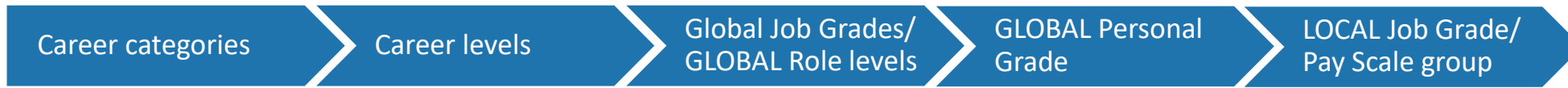
A job architecture model combines job leveling structures with career paths and job families to provide a comprehensive platform for supporting global growth across an organization.



Warren Buffett	Global Head of Controlling	Controlling	Executives	Finance
Benjamin Graham	Head Controlling APAC Region	Controlling	Managers/ Experts	Finance
André Kostolany	Controller APAC Region	Controlling	Professionals/ Specialists	Finance
Jane Money Penny	Data Administrator	Controlling	Support	Finance

Global Job Architecture Design

The analytical or semi-analytical job leveling provides a career framework based on a ranking of jobs and roles by their complexity and impact.



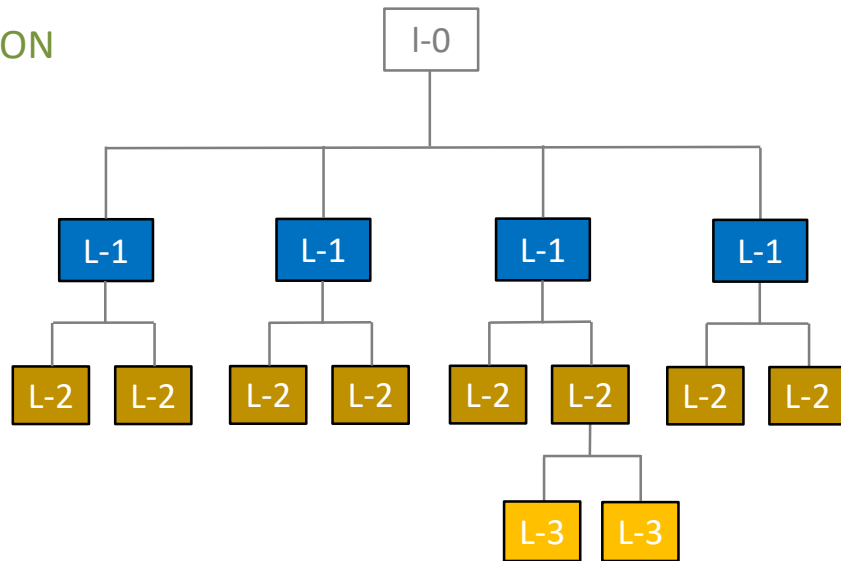
Executives	Senior Specialist	JG 15	=	PG 15	LG 12
Managers/ Experts	Advanced	JG 14	=	PG 14	LG 11
	Experienced	JG 13	≠	↑ PG 14	LG 10
Professionals/ Specialists	Developing	JG 12	=	PG 12	LG 09
Support	Entry	JG 11	=	PG 11	LG 08

Global Job Architecture Design

Job evaluation complements the reporting hierarchy shown in the organization chart through a systematic ranking of positions by impact levels.

ORGANIZATIONAL REPORTING HIERARCHY

ORGANIZATION
Chart

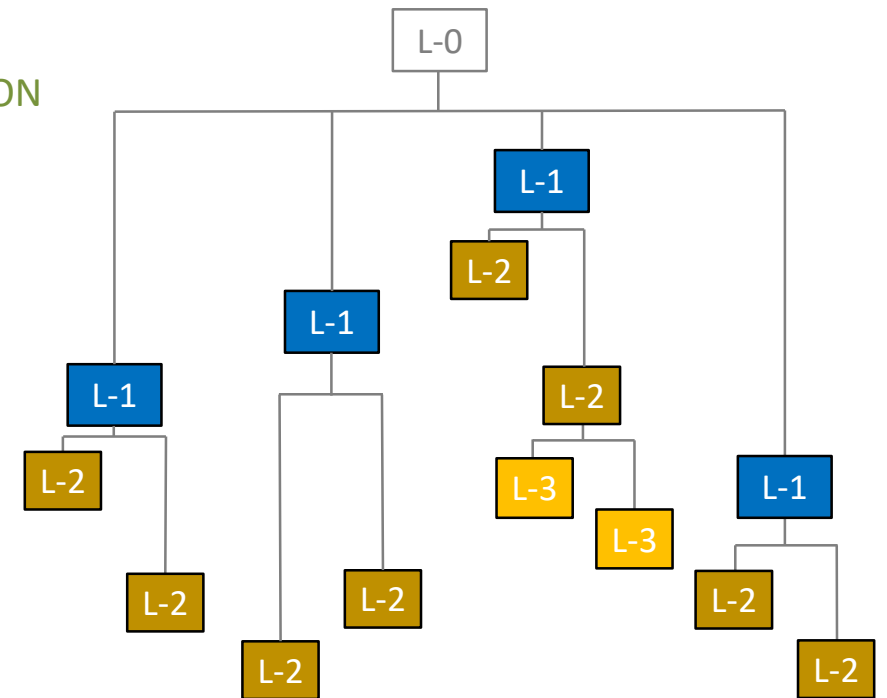


Job Size



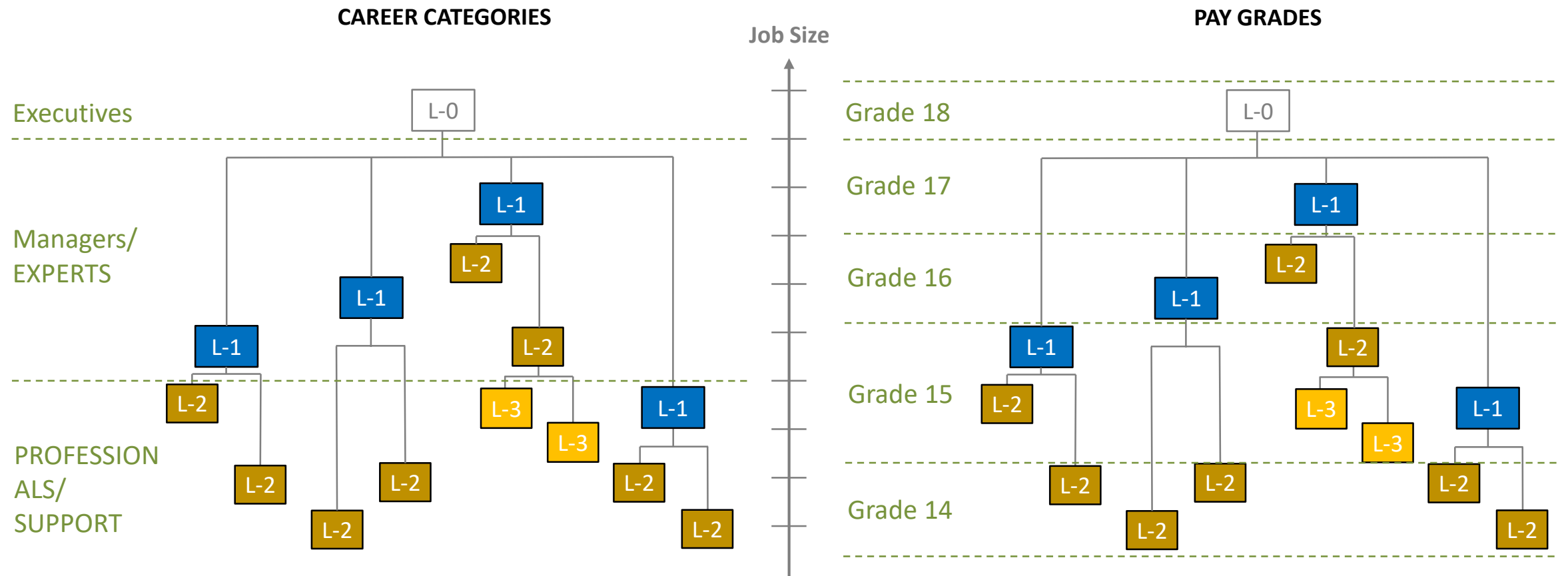
ORGANIZATIONAL IMPACT LEVELS

JOB
EVALUATION



Global Job Architecture Design

Job evaluation provides the basis for the definition/differentiation of workforce segments, career categories, role levels, job titles and pay grades.



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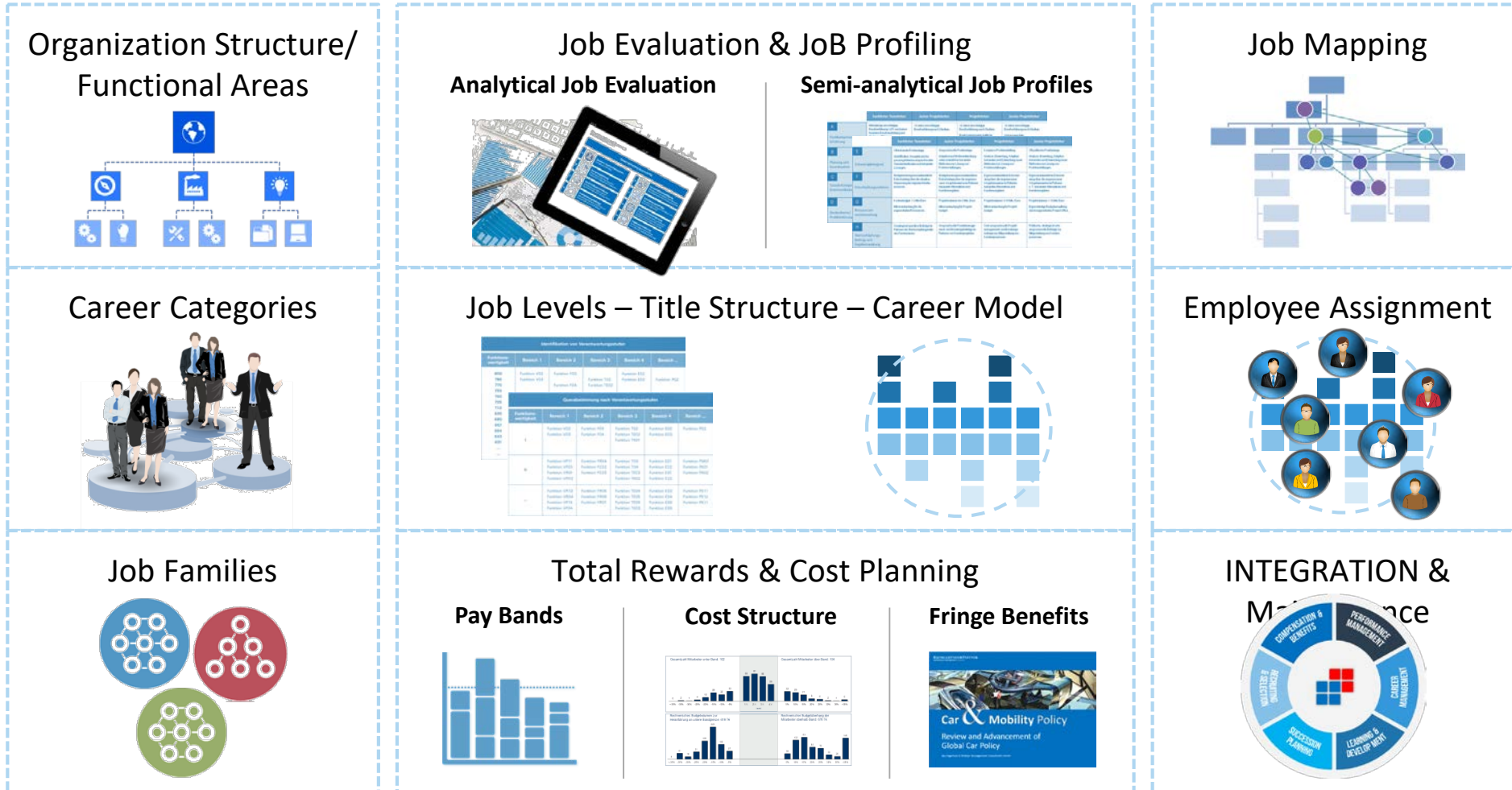
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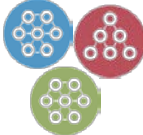

ALTERNATIVE JOB LEVELING APPROACHES

Baumgartner offers alternative approaches towards analytical and semi-analytical job leveling.




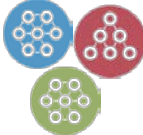

ALTERNATIVE JOB LEVELING APPROACHES

Major Characteristics

	Job Evaluation	Career Mapping	Job Classification
Major Characteristics			
Method	<ul style="list-style-type: none"> ▪ analytical 	<ul style="list-style-type: none"> ▪ semi-analytical 	<ul style="list-style-type: none"> ▪ generally non-analytical (Exception e.g.: ERA in Germany)
FOCUS	<ul style="list-style-type: none"> ▪ each individual job ▪ or selected anchor/reference jobs 	<ul style="list-style-type: none"> ▪ job types/roles ▪ job families ▪ job levels 	<ul style="list-style-type: none"> ▪ typical anchor/reference jobs
Fundamentals	<ul style="list-style-type: none"> ▪ general set of criteria ▪ evaluation scales with generic description of job requirement levels ▪ scoring by criterion 	<ul style="list-style-type: none"> ▪ generic description of requirement levels by job types ▪ differentiated description of requirement levels by job family and job level ▪ description of requirements is geared to job evaluation criteria 	<ul style="list-style-type: none"> ▪ short generic description of job characteristics for each pay scale group ▪ reference/benchmark jobs for each pay scale group ▪ short generic description of job characteristics is partly geared to some job evaluation aspects


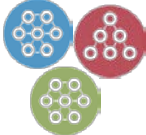

ALTERNATIVE JOB LEVELING APPROACHES

Implementation and Maintenance

Implementation and maintenance	Job Evaluation	Career Mapping	Job Classification
			
Complexity of Method	<ul style="list-style-type: none"> ▪ medium 	<ul style="list-style-type: none"> ▪ high 	<ul style="list-style-type: none"> ▪ low
Specificity of Method	<ul style="list-style-type: none"> ▪ medium 	<ul style="list-style-type: none"> ▪ high 	<ul style="list-style-type: none"> ▪ low
Initial JOB SLOTTING/ Job Classification	<ul style="list-style-type: none"> ▪ allocation based on scores (job values) 	<ul style="list-style-type: none"> ▪ allocation based on distinguished level descriptions 	<ul style="list-style-type: none"> ▪ pay scale classification based on task characteristics of each pay scale group
Cross-Comparison & Adjustment Process	<ul style="list-style-type: none"> ▪ top-down/bottom-up- decision processes ▪ evaluation committee 	<ul style="list-style-type: none"> ▪ top-down/bottom-up- decision processes ▪ evaluation committee 	<ul style="list-style-type: none"> ▪ evaluation committee
Administration & System Maintenance	<ul style="list-style-type: none"> ▪ analytical (re-)evaluation and allocation ▪ or non-analytical allocation based on reference catalogue 	<ul style="list-style-type: none"> ▪ non-analytical allocation based on requirement/level descriptions ▪ or non-analytical allocation based on reference catalogue 	<ul style="list-style-type: none"> ▪ pay scale classification based on task characteristics of each pay scale group


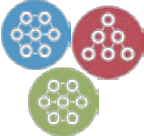

ALTERNATIVE JOB LEVELING APPROACHES

Application Area: Compensation Management

COMPENSATION MANAGEMENT	Job Evaluation	Career Mapping	Job Classification
			
Link to internal Structure Analyses	<ul style="list-style-type: none"> ▪ distribution by job levels/grades ▪ distribution by scores within job levels/grades 	<ul style="list-style-type: none"> ▪ distribution by job levels/grades 	<ul style="list-style-type: none"> ▪ distribution by pay scale groups
Link to external market data	<ul style="list-style-type: none"> ▪ structure benchmarking ▪ individual jobs 	<ul style="list-style-type: none"> ▪ job families ▪ individual jobs 	<ul style="list-style-type: none"> ▪ classification practices ▪ possibly payments above general pay scale
DESIGN of Pay Bands	<ul style="list-style-type: none"> ▪ by job level 	<ul style="list-style-type: none"> ▪ by job family ▪ by job level 	<ul style="list-style-type: none"> ▪ no explicit pay bands ▪ monthly base pay amount by pay scale group, possibly along with years of service levels

ALTERNATIVE JOB LEVELING APPROACHES

Application Area: Talent & Performance Management

Talent & Performance Management	Job Evaluation	Career Mapping	Job Classification
PERFORMANCE MANAGEMENT			
Career MANAGEMENT	<ul style="list-style-type: none"> ▪ company/group-wide, cross-functional career levels 	<ul style="list-style-type: none"> ▪ job family specific KPI ▪ differentiation of variable pay systems by job levels 	<ul style="list-style-type: none"> ▪ possibly performance oriented pay (adjustments, additional payments)
TRAINING & DEVELOPMENT	<ul style="list-style-type: none"> ▪ no explicit focus of job evaluation ▪ supportive 	<ul style="list-style-type: none"> ▪ company/group-wide coordinated job family specific career models 	<ul style="list-style-type: none"> ▪ differentiation by job types, job families and job levels
Development & succession planning/PIPELINE MONITORING	<ul style="list-style-type: none"> ▪ no focus of collective classification systems 	<ul style="list-style-type: none"> ▪ no explicit focus of job evaluation ▪ supportive 	<ul style="list-style-type: none"> ▪ no focus ▪ pay development typically along with years of service
RECRUITING & Selection	<ul style="list-style-type: none"> ▪ no explicit focus of job evaluation ▪ supportive 	<ul style="list-style-type: none"> ▪ differentiation by job types, job families and job levels 	<ul style="list-style-type: none"> ▪ pay scale groups/grades as reference for job postings

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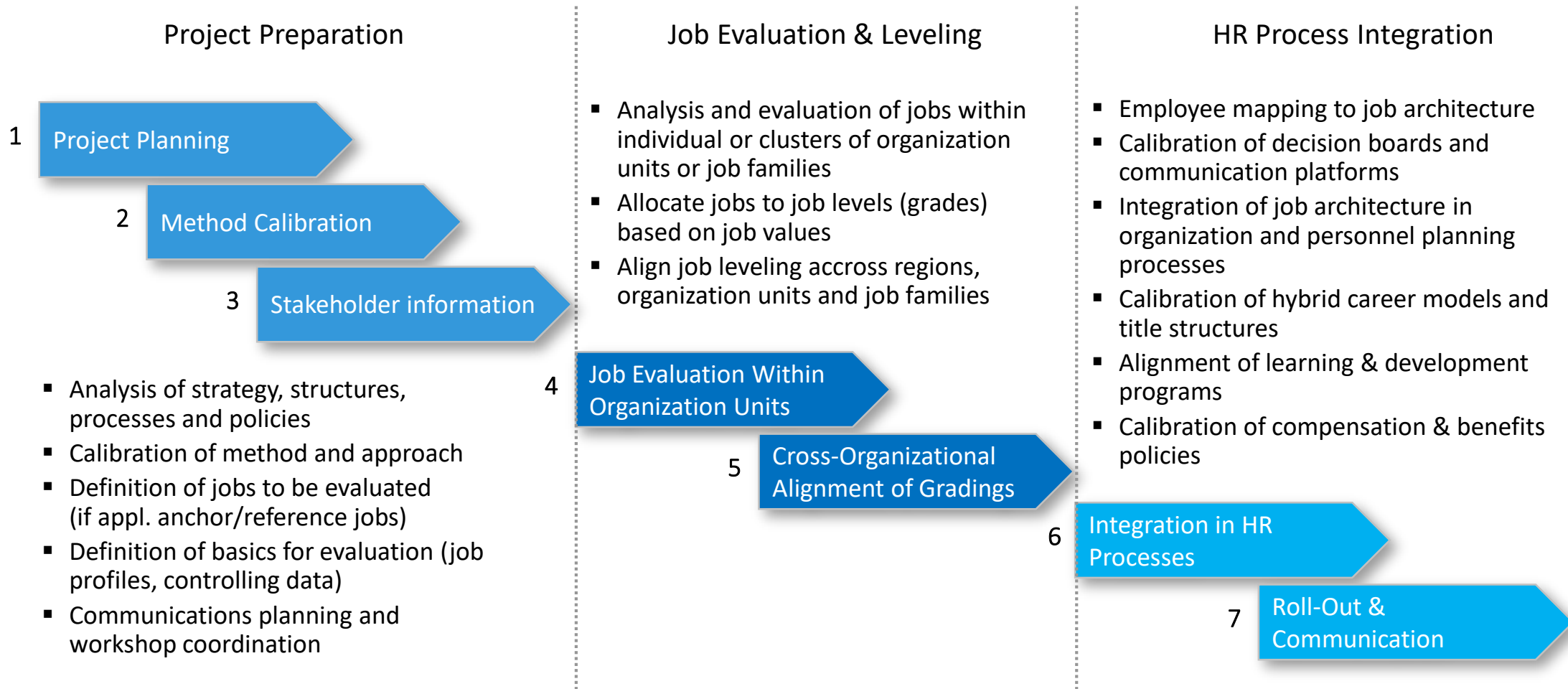
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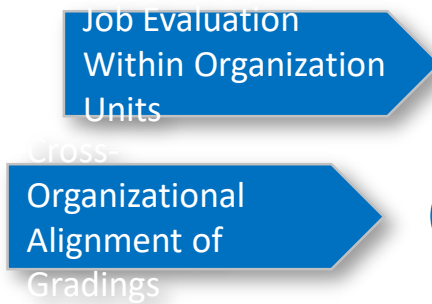
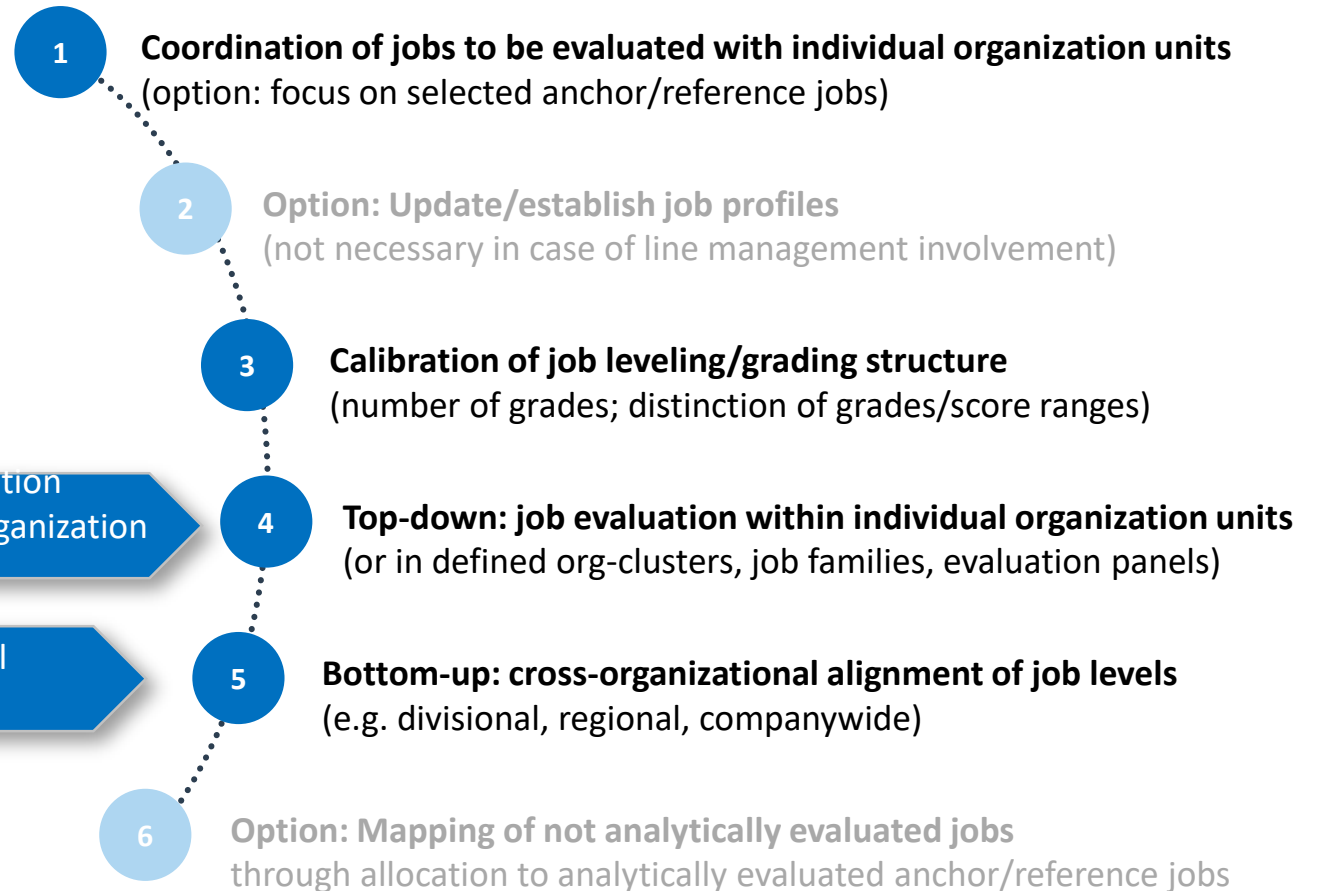
Analytical Job Evaluation

A phased lean and noiseless approach aiming at sustainable change.



Analytical Job Evaluation

The job evaluation and grading process shall meet stakeholders' expectations regarding transparency, acceptance, quality and efficiency.



Analytical Job Evaluation

Baumgartner's analytical job evaluation method is based on approved eight criteria.

Global Job Grading System (GJGS)

A



Professional Skills & Experiences

Technical knowledge & business experience as foundation of work and business performance

E



Complexity Management

Diversity, changes, interdependencies and information uncertainty

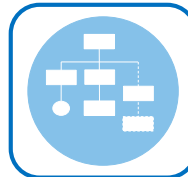
B



Planning & Steering Contributions

Organization, planning, disposition, coordination, management complexity

F



Decision Contributions

Operational and strategic decision contributions

C



Communications Impact

Exchange of information, communications, relationship management, leadership

G



Resources & Cost Accountability

Size of directly assigned, functionally coordinated or steered budgets/KPI

D



Problem Solving & Innovation

Procedural, analytical or conceptual-innovative contributions

H



Operational & Strategic Impact

Degree of value added contributions and accountability or impact on results

Analytical Job Evaluation

The job evaluation criteria and dimensions cover the whole range of possible job requirements.

- » Required education
- » Required practical experience
- » Special knowledge areas (breadth/depth of knowledge)
- » Products, markets, processes, technologies, ...

Professional Skills & Experiences

Complexity Management

- » Managing diversity of tasks
- » Frequency of changing tasks and job environment
- » Interdependencies of problems and solutions
- » Information uncertainty
- » Assessment of opportunities and risks

- » Organization
- » Planning and disposition
- » Coordination and integration
- » Delegation and control
- » Management complexity

Planning & Steering Contributions

Decision Contributions

- » Decision on situational adaption of procedures
- » Decision on alternative approaches and solutions
- » Decision on new methods, approaches and concepts
- » Decision on new strategies

- » Exchange of information
- » Nature of communication
- » Relationship management
- » Leadership
- » Culture management and change

Communications Impact

Resources & Cost Accountability

- » Size of directly assigned resources/budgets
- » Size of functionally coordinated or steered resources/budgets
- » Size of other key performance indicators

- » Situational adaption of procedures
- » Analysis and evaluation of alternative solutions
- » Development of new methods, approaches and concepts
- » Development of new strategies

Problem Solving & Innovation

Operational & Strategic Impact

- » Nature of impact on results
- » Degree of accountability

Analytical Job Evaluation

The design of the job evaluation scales is consistent for the eight criteria applied. The definitions and explanations are comprehensible and offer sufficient opportunities for differentiation.

Basic Principle

15 scale levels ranging from 10 to 100 scores

Standard definition for every second level

Elaboration of criteria and scale construction

Planning And Coordination Competence		
<p>This criterion describes the scope and complexity of planning, coordination, integration and steering tasks considering the variety of tasks, frequency of change, interfaces and interdependencies.</p> <p>and coordination requirements typically increase with the scope and complexity of processes, structures and businesses.</p> <p>ent extend planning and coordination tasks occur in operational business functions in planning, coordination and administrative service or support functions. The and coordination criterion serves to evaluate the strategic, operational and with strategic steering competences required rather than any results, sales, cost or resource responsibility.</p> <p>The key questions: what company knowledge and management expertise is required to master</p> <ul style="list-style-type: none"> ■ planning tasks ■ integration tasks ■ controlling tasks ■ coordination tasks ■ scheduling tasks <p>Such tasks occur at all organisational/job levels. The scope, complexity and conflict potential of such management tasks is determined by the</p> <ul style="list-style-type: none"> ■ variety of tasks ■ frequency and intensity of internal or external impacts and changes ■ complexity of organisational processes and interfaces ■ decision-making interdependencies <p>considering both, the internal and external, as well as the local and international environment.</p> <p>The following indicators may be useful to consider different levels of planning and coordination complexity</p> <ul style="list-style-type: none"> ■ business processes and structures ■ technological structures ■ product and services structures ■ market and sales structures ■ personnel and financial resource structures <p>Typical levels of planning and coordination requirements:</p> <ul style="list-style-type: none"> ■ limited planning of own work and few associated simple activities ■ demanding planning and coordination of homogeneous sub-functions ■ complex planning and coordination of heterogeneous sub-functions ■ very complex strategic planning and coordination of business units, country operations or similar complex service/support organisations ■ highly complex strategic planning and coordination of very complex multinational business units, regional or country operations or similar complex service/support organisations ■ overall strategic planning and coordination of a major multinational company or division of a global player ■ superior strategic planning and coordination of all businesses of a major global player 		
Level	Definitions	Explanations
B	Planning And Coordination Competence This criterion describes the scope and complexity of planning, coordination, integration and steering tasks considering the variety of tasks, frequency of change, interfaces and interdependencies.	
10	<p>Subordinate execution: Planning and coordination activities require little or no strategic framework or plan, and are limited by management functions.</p>	<ul style="list-style-type: none"> ■ purely operative role ■ marginal planning and operative tasks ■ limited complexity requirements of a daily task ■ limited day-to-day coordination with colleagues
12	<p>Limited independence: Simple self-directed planning and structuring of own work within the framework of superior objectives, given processes and guidelines, and coordination with a limited number and complexity of related functional areas.</p>	<ul style="list-style-type: none"> ■ short-term planning and organisation of own work ■ limited complexity of interfaces ■ essentially providing some feedback to the associated simple activities in a clear organisational framework
14	<p>Demanding heterogeneity: Demanding operational planning and coordination of functions, projects or organisation units with other heterogeneous aligned objectives, and coordination of activities and resources with other organisation units.</p>	<ul style="list-style-type: none"> ■ demanding planning and coordination of subbusiness homogeneous functions, projects or organisation units ■ operations planning and coordination of all necessary resources ■ extensive coordination of interfaces
16	<p>Complex heterogeneity: Complex operational planning and coordination of complex functions, projects or organisation units with other heterogeneous objectives, and complex coordination of divergent objectives and approaches with other organisation units.</p>	<ul style="list-style-type: none"> ■ complex planning and coordination of subbusiness heterogeneous functions, projects or organisation units ■ alignment of diverging/conflicting objectives ■ complex coordination of key heterogeneous interfaces
19	<p>Very complex strategic: Strategic planning and coordination of very complex functions, projects or organisation units of a complex country operation or comparably complex functions or organisational business units of a multinational or global player.</p>	<ul style="list-style-type: none"> ■ high management of a small complex international business unit or a multinational or a comparably complex country operation ■ or a comparably complex service/support functions ■ or other comparably complex organisation units
23	<p>Highly complex strategic: Strategic planning and coordination of highly complex business units or subbusiness units or comparably complex organisation units or functions of a major multinational or global player.</p>	<ul style="list-style-type: none"> ■ high management of a big and highly complex business unit or comparable subbusiness of a multinational or global player ■ or of a regional organisation or a very big and complex key country operation ■ or of other comparably complex organisation units
27	<p>Overall multinational strategic: Overall strategic planning and coordination of a major multinational or a global player, or of a major complex division or business unit of a global player.</p>	<ul style="list-style-type: none"> ■ high management of a major multinational corporation ■ or global management of a highly complex division or business unit of a major global player ■ or other comparably complex service/support units of a global player
32	<p>Superior global strategic: Superior strategic planning and coordination of all divisions, brands, country operations and service/support units of a major global player.</p>	<ul style="list-style-type: none"> ■ superior management of a highly complex global player (e.g. CEO or COO, Chairman, V&A)
37	<p>Very complex strategic: Strategic planning and coordination of very complex functions, projects or organisation units of a complex country operation or comparably complex functions or organisational business units of a multinational or global player.</p>	<ul style="list-style-type: none"> ■ high management of a small complex international business unit or a multinational or a comparably complex country operation ■ or a comparably complex service/support functions ■ or other comparably complex organisation units
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72	<p>Overall multinational strategic: Overall strategic planning and coordination of a major multinational or a global player, or of a major complex division or business unit of a global player.</p>	<ul style="list-style-type: none"> ■ high management of a major multinational corporation ■ or global management of a highly complex division or business unit of a major global player ■ or other comparably complex service/support units of a global player
85	<p>Superior global strategic: Superior strategic planning and coordination of all divisions, brands, country operations and service/support units of a major global player.</p>	<ul style="list-style-type: none"> ■ superior management of a highly complex global player (e.g. CEO or COO, Chairman, V&A)
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Concise explanation of standard definition

Intermediate levels offer room for differentiation

Analytical Job Evaluation

The determination and analytical evaluation of the different job requirements lies within the responsibility of the Executive Board and Senior Management.

The system introduction and job evaluation sessions are typically facilitated by two experienced Baumgartner consultants. Due to the comprehensible and easy to apply methodology the future system administration may well be handled internally.

The Baumgartner process allows to evaluate the jobs within one or several organization units criterion by criterion in direct comparison to each other.

The jobs to be analyzed within an evaluation session will be listed on an evaluation sheet. In a first step all jobs will be evaluated by criterion A. The jobs will be ranked by scores taken from the job evaluation scale. In a second step all jobs will be evaluated and ranked by criterion B. This procedure will be continued for each criterion and results in an individual evaluation profile for each job.

In a next step the total scores will be calculated for each job. This allows to review the rankings and if necessary to revise the profiles from a holistic organizational perspective.

However, in a subsequent step the results still need to be reviewed and approved from a company wide global perspective.

Step 1:

Define/review the jobs to be evaluated.

Steps 2-9:

Evaluate the jobs within one or several organization units criterion by criterion in direct comparison to each other.

Step 10:

Review the job rankings and if necessary revise the profiles from a holistic organizational perspective.

Jobs to be evaluated within one or several organization units	Professional Skills & Experiences	Planning & Steering Contributions	Communications Impact	Problem Solving Contributions	Coping with Complexity	Decision Authority	Size of Impact Area	Nature of Impact	Total Evaluation Score
	A	B	C	D	E	F	G	H	Σ
Job 1	37	23	23	32	19	23	27	32	216
Job 2	44	↓	↓	↓	↓	↓	↓	↓	↓
Job 3	37	↓	↓	↓	↓	↓	↓	↓	↓
Job 4	27	↓	↓	↓	↓	↓	↓	↓	↓
Job 5	32	↓	↓	↓	↓	↓	↓	↓	↓
Job 6	↓	↓	↓	↓	↓	↓	↓	↓	↓
Job 7	↓	↓	↓	↓	↓	↓	↓	↓	↓
Job ...	↓	↓	↓	↓	↓	↓	↓	↓	↓

Analytical Job Evaluation

The job evaluation results in an approved pattern of job classifications to grades which build the foundation for talent, performance and reward management.

The jobs will be classified to job grades based on their total job evaluation scores.

A job grade represents a cluster of jobs with similar requirement levels.

All job classifications will be finally cross-compared, reviewed and approved by the executive board. This review will be solely based on grades, and generally not refer back to individual evaluation profiles/scores.

However, individual job profiles and scores may be accessed in future whenever individual jobs need to be reviewed or newly defined.

Identification of grading levels					
Job Value	Unit 1	Unit 2	Unit 3	Unit 4	Unit ...
800	Job V02	Job F03		Job E02	
785	Job V03		Job T02	Job E03	Job P02
770		Job F04	Job TE02		
755					
740	Job VP11				
725	Job VF03	Job FR04	Job TK01	Job E21	Job PM01
710					
Cross-comparison by grades					
Job Grade	Unit 1	Unit 2	Unit 3	Unit 4	Unit ...
I	Job V02 Job V03	Job F03 Job F04	Job T02 Job TE02 Job TK01	Job E02 Job E03	Job P02
II	Job VP11 Job VF03 Job VR01 Job VR02	Job FR04 Job FC02 Job FC03	Job T03 Job T04 Job TE03 Job TK02	Job E21 Job E22 Job E31 Job E32	Job PM01 Job PE01 Job PA02
...	Job VR13 Job VR04 Job VP 13 Job VF04	Job FR05 Job FR06 Job FR07	Job TE04 Job TE 05 Job TE06 Job TK03	Job E33 Job E34 Job E35 Job E36	Job PE11 Job. PE12 Job PA11

Analytical Job Evaluation

Implementation: Each position and employee will be mapped/allocated to a grade (work level). Typically there is the need to establish and maintain up to three different grades.



- Every employee has a local position which will be mapped to a Global Job Grade (if appl. based on anchor/reference jobs)
- Applied for organizational analyses and design, workforce planning, recruitment, talent, performance and reward management processes
- Each employee also has a Global Personal Grade which is typically the same as their Global Job Grade, but in minority cases will be different
- Applied to enhance (global) mobility, i.e. to support (global) talent development and incentive processes by bridging (international) grading gaps of departure and landing/development positions
- Some countries may have Local Job Grades in accordance with local requirements and practices
- Applied typically for local compensation and benefits processes

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SEMI-ANALYTICAL CAREER MAPPING

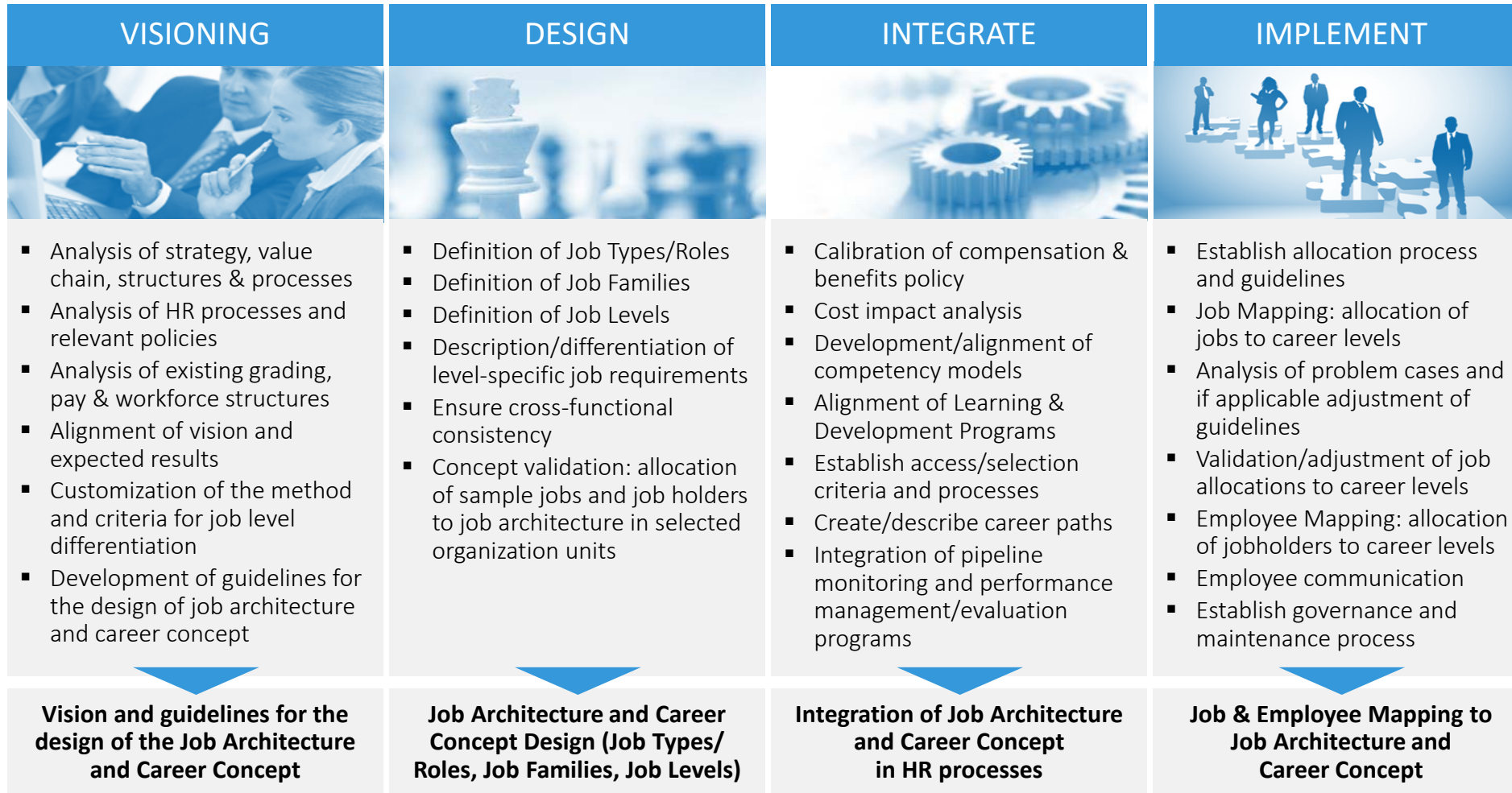
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Semi-Analytical Career Mapping

Approach to establish and implement a job family based Job Architecture and Career Concept



Semi-Analytical Career Mapping

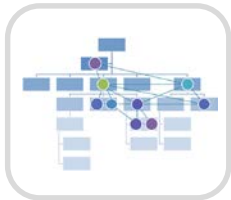
Guidelines: The establishment of a Job Family makes sense if ...



... the **business model** significantly differentiates from others and requires different corresponding roles and performance metrics (KPI).



... the required **skills** within a job family are very **homogeneous** ('skills community') and significantly differentiate with regards to content from the skills in other job families.



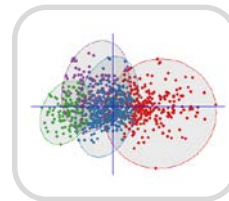
... the jobs bear some **organizational structure contiguity**, i.e. the jobs are neighboring in the particular organization structure.



... the professional **development** predominantly proceeds or shall proceed within a particular job family.



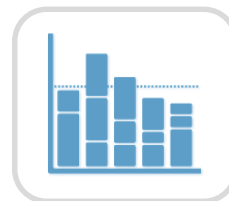
... the jobs show some **contiguity with regards to content**, i.e. the jobs are identical, similar or related – regardless from their organizational assignment.



... the **number of jobholders** within the job family or functional area allows to tailor dedicated development programs.



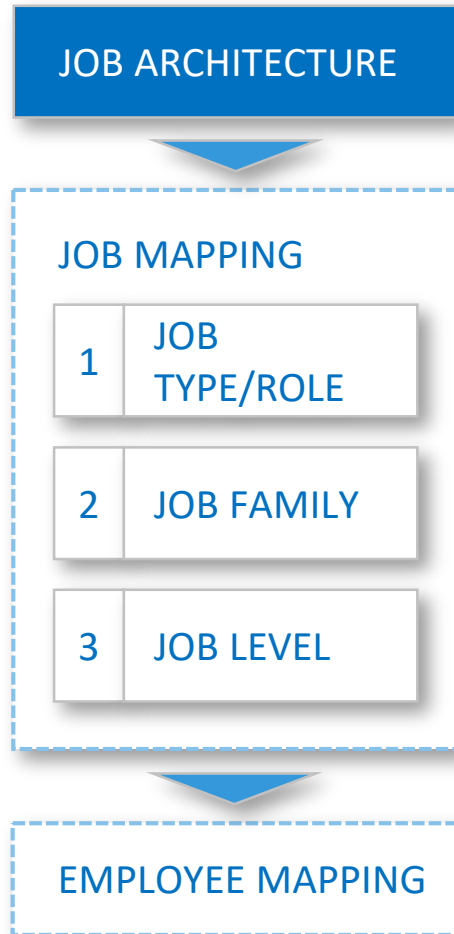
... the functions show some **contiguity with regard to processes**, i.e. the jobs are neighboring or seamlessly integrated in the particular process organization.



... the **compensation** market practices possibly differentiate from those in other job families (e.g. by nature, components, determinants).

Semi-Analytical Career Mapping

Establishment of the Job Architecture



The Job Architecture consists of:

- Job Types/Roles (e.g. individual specialists, experts),
- Job Families (e.g. Applications Engineering, Sales),
- Job Levels (e.g. Level 1, 2 ... n).

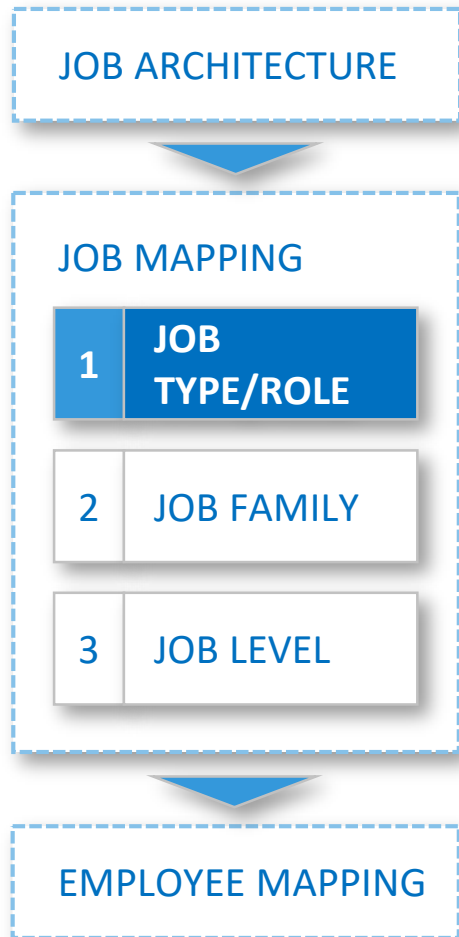
JOB TYPES/ROLES: The establishment of job types serves to initially segment the job structure and workforce by basic distinctive characteristics such as steering, designing/creating or executing jobs. Such job types primarily correspond with the target groups of different, increasingly hybrid career models and if applicable with collective labor agreements.

JOB FAMILIES: Jobs, which show – in particular due to their requirements, tasks and skills – some contiguousness with regards to content, will be allocated to a job family. Guidelines how to structure and differentiate job families may be tailored to the company-specific context and support the decision process. The number of job families primarily depends on the degree of diversification in businesses, technologies and processes. Job family concepts of big multinationals often show about 50 job families, which may be further segmented in sub-families.

JOB LEVELS: Job levels represent different requirement levels and correspond with career levels, titles, pay bands or pay scale groups. The description of requirement levels corresponds with the criteria typically used in analytical job evaluation methods and, if applicable with the short generic description of job characteristics for each pay scale group defined in a relevant collective labor agreement.

Semi-Analytical Career Mapping

Allocation of a job to a job type



Each job or position will be initially mapped/allocated to a job type/role.

Typical job types/roles are:

- Basic Professionals (e.g. Clerical/Administrator, Technician)
- Specialists,
- Experts,
- Project Managers,
- Line Managers/Executives.

The mapping/allocation of a job to a job type/role is based on basic distinctive characteristics and requirements of the job.

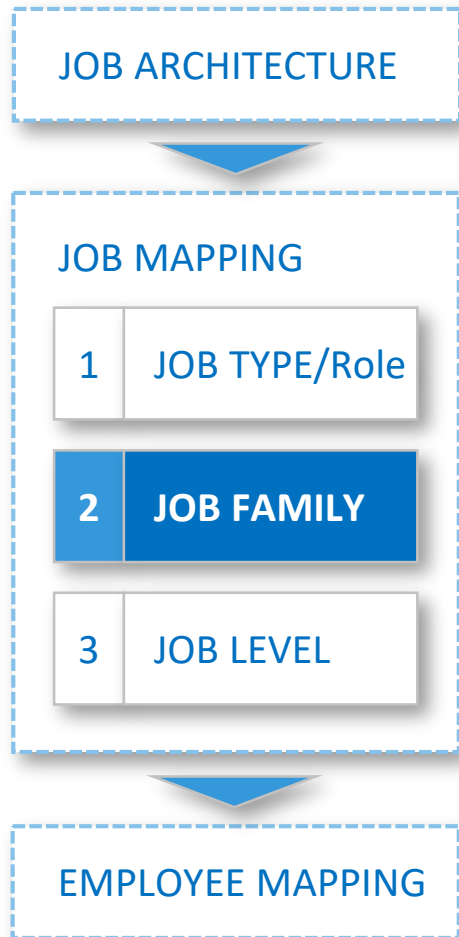
To support this process each job type/role is briefly described in a **generic job profile**, including

- distinguishing characteristics, such as steering, designing, executing, and
- the typically required education.

In addition, the more differentiated descriptions of level-specific requirements (step 3) may be here already of supportive use.

Semi-Analytical Career Mapping

Allocation of a job to a job family



Each job or position will be mapped/allocated to a job family.

Different job families will be described within the particular job types. And conversely: a job family (e.g. sales) will typically consist of different job types (e.g. specialists, managers).

Examples for typical job families are:

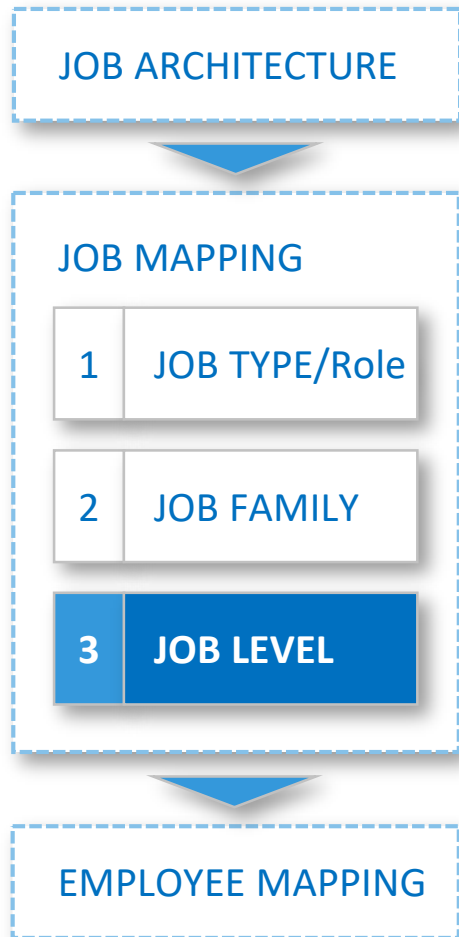
- Clerical Administration,
- Controlling,
- Applications Engineering,
- Sales,
- Internal Services.

The mapping/allocation of a job to a job family, which often represents a kind of ‘skills community’, is particularly based on tasks and job contents, process contiguosness as well as skills requirements.

To support this process each job family within a job type is briefly described in the **generic job profile** by general tasks.

Semi-Analytical Career Mapping

Allocation of a job to a job family



Each job or position will be mapped/allocated to a job level.

Different job levels will be described for each job type and job family. The number of job levels depends on the needs of each particular job family and will be defined within the job architecture.

Examples for typical job levels are:

- Expert, Senior Expert, Leading Expert
- Multi-Project-Manager, Manager of A-Projects, B-Projects or C-Projects
- Level 1, Level 2, ... Level n

The job levels correspond with career levels, titles and pay bands or, if applicable with pay scale groups of collective labor agreements.

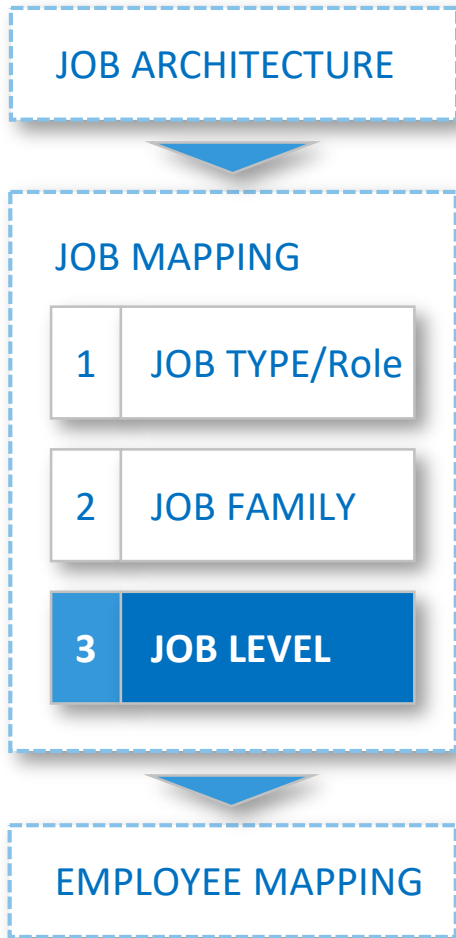
The mapping/allocation of a job of a certain job type/role to a defined job level within a job family is based on tasks and job contents described in the **generic job profiles**, which may be complemented and further specified by level-specific descriptions of tasks and accountabilities.

Job levels are defined ...

- either by a criterion-referenced but non-analytical description in analogy of the brief job characteristics in collective labor agreements,
- or by a more differentiated profile in accordance to criterion-based analytical job evaluation approaches.

Semi-Analytical Career Mapping

Designing the job level architecture

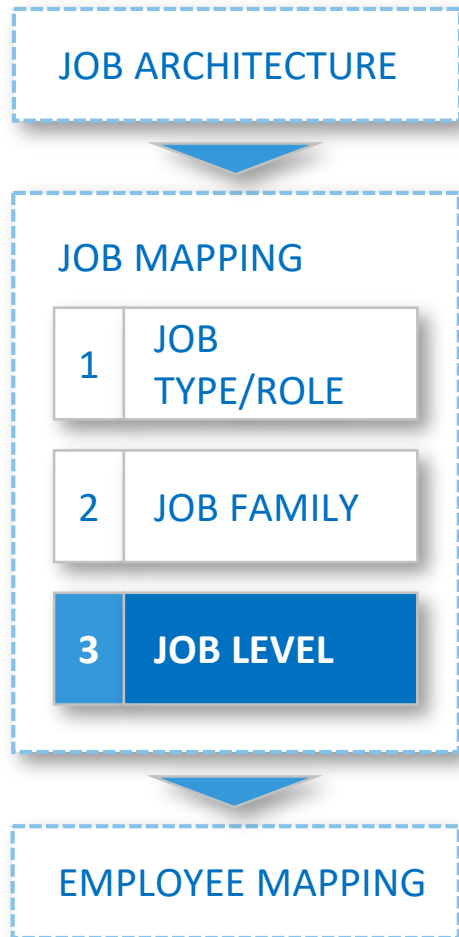


The design of job levels is based on (1) a defined structure of job families and jobs, (2) a global work level (job grading) framework, (3) standard naming conventions, and (4) level of seniority guidelines.

JOB TYPES/ ROLES	JOB LEVELS	JOB FAMILIES			
		Production	Finance	HR	Sales
Manager Project Manager Expert	I	█	█	█	█
	II				█
	III	█	█	█	█
Specialist	IV		█		
	V			█	█
	VI	█			█
	VII		█		█
(Basic) Professional	VII			█	█
	VIII		█		█

Semi-Analytical Career Mapping

Building the job level architecture



Building the job level architecture is based on (1) criterion-referenced but non-analytical descriptions, and/or (2) criterion-based analytical job evaluation approaches followed by (3) mapping of positions to jobs.

JOB TYPES ROLES	JOB LEVELS	JOB FAMILIES			
		Production	Finance	HR	Sales
Manager Project Manager Expert	I			<input type="checkbox"/>	
	II			<input type="checkbox"/>	
	III				
Specialist	IV			<input type="checkbox"/>	
	V			<input type="checkbox"/>	
	VI			<input type="checkbox"/>	
	VII			<input type="checkbox"/>	
(Basic) Professional	VII			<input type="checkbox"/>	
	VIII			<input type="checkbox"/>	

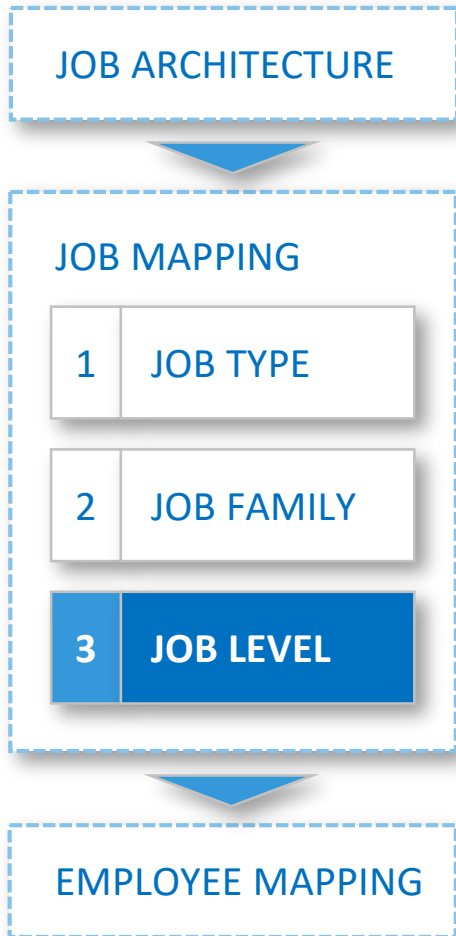
JOB-TYPE-/ROLE-SPECIFIC REQUIREMENTS

CROSS-FUNCTIONAL, LEVEL-SPECIFIC REQUIREMENTS

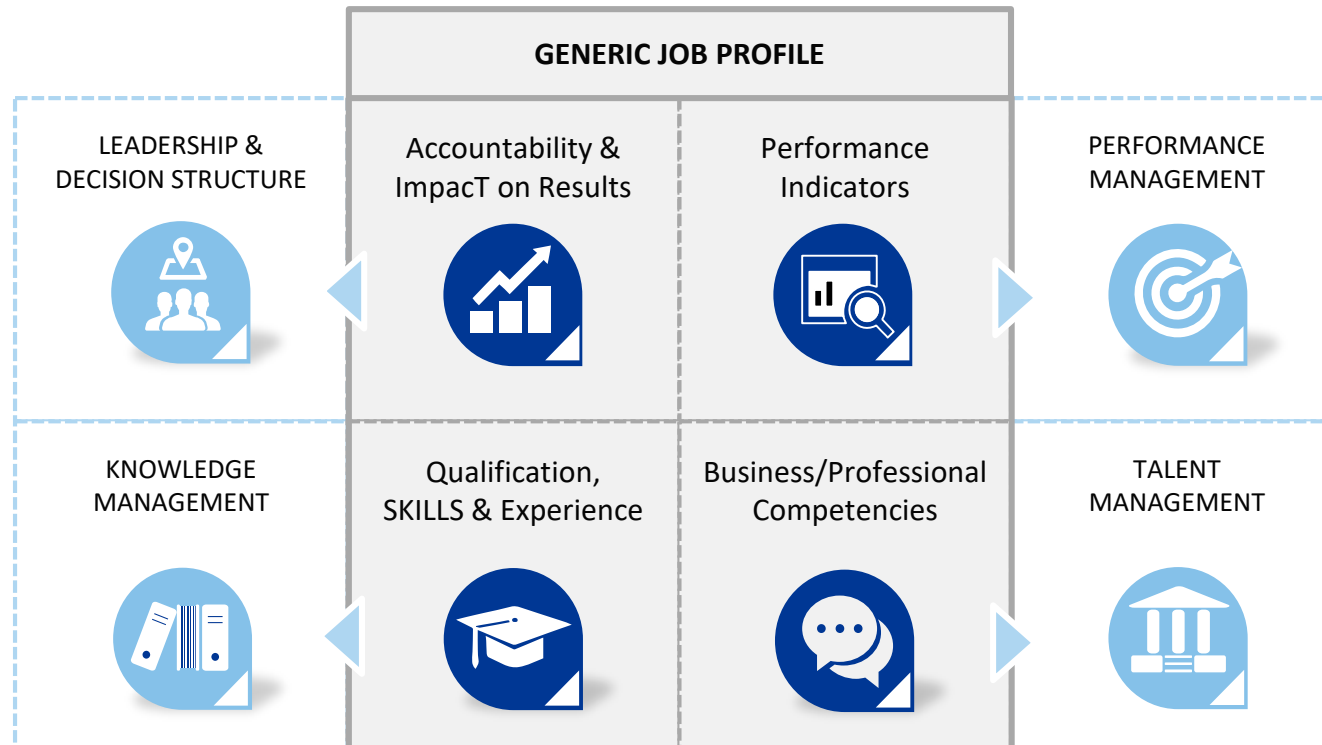
JOB FAMILY & LEVEL-SPECIFIC REQUIREMENTS

Semi-Analytical Career Mapping

Job mapping based on business defined job profiles



The mapping/allocation of a job of a certain job type to a defined job level within a job family is typically based on tasks and job contents described in the generic job profiles, which may be complemented and further specified by level-specific descriptions of tasks and accountabilities.

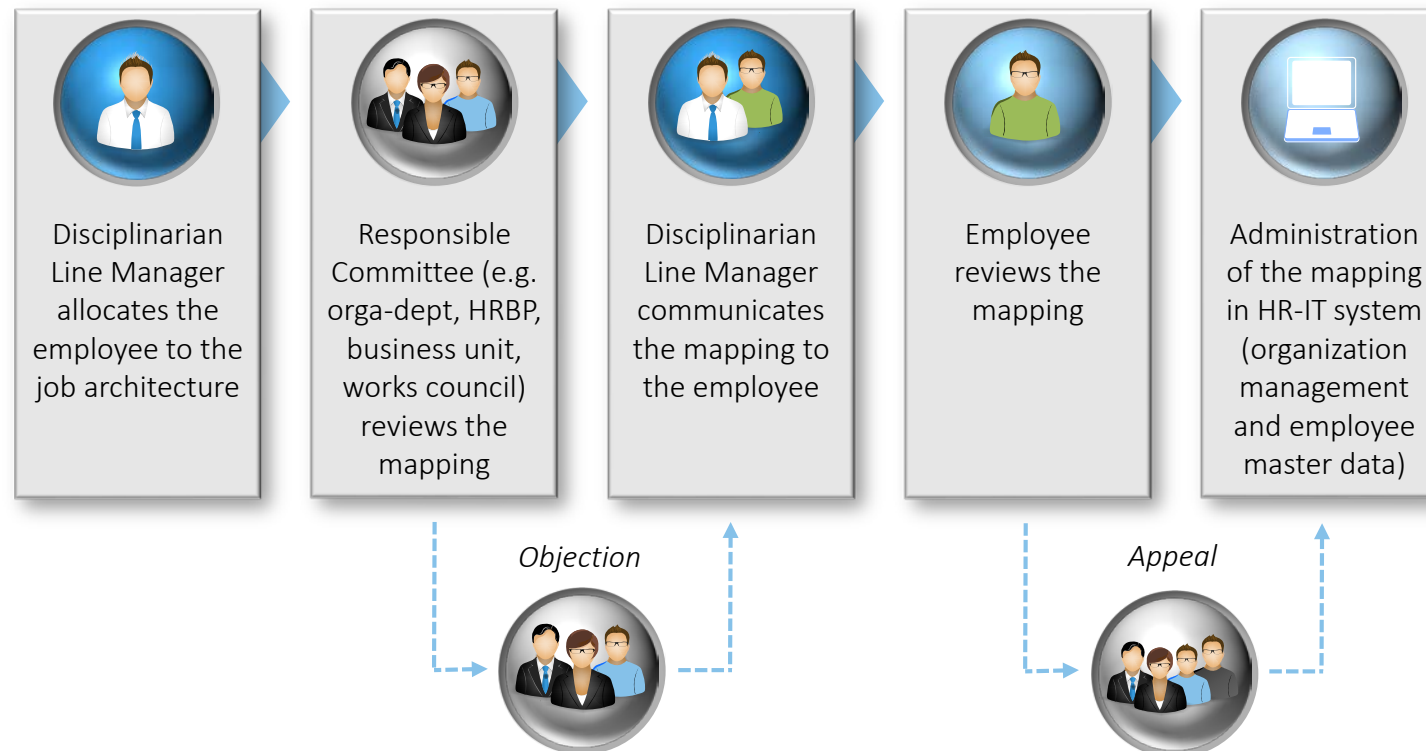


Semi-Analytical Career Mapping

Employee mapping/allocation to the job architecture



The mapping/allocation of employees to the job architecture will be facilitated by defined company-, country- and, if applicable level-specific rules and processes. Besides the routine process shown below specific access processes, development dialogues and talent reviews will be defined for the development into a particular career as well as across the various career levels, or for new hires in restructuring phases.



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Baumgartner & Partner

A renowned ORG & HR consulting boutique



Baumgartner History & Profile

- Established in 1958
- Grown to one of the top 3 consulting brands in Germany
- Temporarily part of Price-waterhouse & Commerzbank
- Since 2003 a privately held ORG/HR consulting boutique
- Highly recognized team of experienced consultants
- 90% of our clients have international operations
- Most of our projects have an international scope
- Many of our consultants work 50% of their time abroad

Baumgartner & Partner

Baumgartner offers globally approved Job Leveling solutions tailored to our client's needs.



**APPROVED FOR
DECADES IN GLOBAL
PLAYERS, MEDIUM-
SIZED
MULTINATIONALS AND
PUBLIC SECTOR**

Baumgartner's Global Job Evaluation System has been applied by major multinationals, medium-sized companies and public organizations for



**APPLIED WORLDWIDE
—
IMPLEMENTED
LOCALLY**

Our centrally coordinated consulting team brings organization consulting expertise and local job evaluation experience from projects in Europe, Asia,



**CUSTOMIZED TO
CLIENTS NEEDS**

We tailor our approach and methodology to our client's needs and situation. We know most JE solutions offered and are experienced in the design of simplified generic as well as client-specific (web)solutions.



JOB GRADING 4.0

Instead of retaining our standard solution, we are open to bring in our know-how to develop a new vision for job evaluation and to develop, innovate and experiment new solutions.



Baumgartner & Partner

Upcoming interview and article in personalmagazin 07/2017:
The future of job leveling and salary benchmarking

Ralf Hendrik Kleb - Managing Partner
Future of Job Leveling

Nicole Fabig-Grychtol - nfg consulting /
Associate Partner Baumgartner & Partner
Future of Salary Benchmarking



Please contact ralf.kleb@baumgartner.de to receive a soft copy of the interview and article (German language).

„Treiber statt Bedenkenträger“

INTERVIEW. Ständige Veränderungen der Organisationen bringt die klassische Stellenbewertung an ihre Grenzen. Ralf Hendrik Kleb erklärt, was zukünftig gefordert ist.

personalmagazin: Die Geschwindigkeit und Intensität, in der sich Organisationen verändern, erhöht sich zusehends. Was bedeutet das für die Stellenbewertung?

Ralf Hendrik Kleb: Die Strukturveränderungen, die neue Geschäftsmodelle vermehrte Kooperationen und Joint Ventures, aber auch flachere Hierarchien, neue Führungs- und Entscheidungsfindungsmodelle und vieles mehr mit sich bringen, müssen beantragt, geprüft und genehmigt werden. Organisationseinheiten und Stellen müssen im HR Organisationsmanagement neu angelegt, verändert oder abgegrenzt werden. Stellenprofile müssen erstmalig erstellt oder überarbeitet werden. Und in Folge müssen die Stellen bewertet und in die Gradingstruktur der Gesamtorganisation eingruppiert werden. In vielen Fällen wird die bestehende Gradingstruktur hinsichtlich ihrer internen Benchmarkfähigkeit zu hinterfragen und neu auszurichten sein.

personalmagazin: Das klingt nach administrativer Herkulesaufgabe – kann HR das?
Kleb: Die heute vorhandenen Ressourcen und Prozesse sind tatsächlich nicht auf dieses Ausmaß und die Intensität von Veränderungen ausgelegt. Andererseits darf das Organisationsmanagement die Entwicklungen in den Geschäftsber-

reichen nicht aufgrund unzureichender interner Ressourcen und ineffizienter Prozesse behindern. Aus Sicht der Geschäftsbereiche wäre es völlig inakzeptabel, wenn Umstrukturierungen nicht umgesetzt und Stellenbesetzungen mit internen oder externen Kandidaten nicht vorgenommen werden könnten, weil die Strukturveränderungen von den Organisationen nicht zeitnah geprüft und die Stellen noch nicht bewertet werden könnten. Ebenso inakzeptabel wäre es, wenn neue oder neu ausgerichtete Geschäftseinheiten, Organisations- und Entscheidungsstrukturen anhand der noch vorherrschenden Standards und Benchmarks aus der „alten Unternehmenswelt“ bewertet würden.

personalmagazin: Gehört demzufolge nicht der gesamte Geschäftsprozess Stellenbewertung auf den Prüfstand?

Kleb: Unbedingt. Statt sich auf ihre Auditorenrolle, geheim gehaltene Bewertungsmethoden und Routineprozesse zu berufen und im eingeschwungenen Zustand zu verharren, sollten Organisationen und Personalier die künftigen Herausforderungen annehmen und ihre Prozesse, Standards, Methoden und Ressourcen zügig darauf ausrichten.

personalmagazin: Warum klappt das in der Praxis noch nicht?

Kleb: Häufig arbeiten Organisationen und Stellenbewerter in einer Art Kompetenzsilo. Die Stellenbewertung erfolgt hier zentral auf Basis einer aktuell gültigen Stellenbeschreibung. Das Bewertungs-Know-how und die internen Bench-

marks sind nur einem engen Kreis von geschulten Organisationen und Stellenbewertern zugänglich, die tendenziell eher als „Bewahrer“ auftreten. Doch tatsächlich geht es darum, die Entwicklung organisatorischer Strukturen und Stellenprofile weltweit miteinander zu vergleichen, kritisch zu hinterfragen und globale Standards zu entwickeln und einzuhalten.

personalmagazin: Gibt es auch positive Beispiele?

Kleb: Dem monopolistischen Know-how einiger weniger Gradstufen stehen die Ansätze des Involvements und Empowerments der Key Stakeholder entgegen. Daher beziehen inzwischen immer mehr Unternehmen die oberen Führungskräfte, je nach Komplexität und Größe der Organisation auch die mittleren Führungskräfte sowie die HR Business Partner der einzelnen Bereiche stärker in den Prozess ein. So können aktuelle organisatorische Themen im größeren Kreis direkt diskutiert, geklärt und bewertet werden.

personalmagazin: Inwiefern werden die Prozesse der Stellenbewertung heute durch IT-Systeme unterstützt?

Kleb: Es gibt verschiedene IT-Lösungen auf dem Markt, die den Prozess der Stellenbewertung in unterschiedlichem Umfang unterstützen. Je nach Softwarelösung wird heute die Erfassung und Administration von Stellenbeschreibungen, die auf Basis vereinfachter, kriteriengestützter Stellenprofile automatisierte „Stellenbewertung light“ und

Gehaltsvergleiche im Umbruch

ÜBERSICHT. Das Angebot für Vergleichsmöglichkeiten in Vergütungsfragen wird vielfältiger, die Benchmarks komplexer. Ein Überblick zu den gängigen Angeboten.

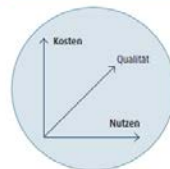
Von Nicole Fabig-Grychtol

Während die Stellenbewertung ursprünglich vor allem dazu diente, das Vergütungssystem zu strukturieren, sind längst weitere, ebenso wichtige Anwendungsfelder hinzugekommen. Das Job Grading liefert heute eine wesentliche Grundlage insbesondere zur Stellen- und Personalplanung sowie zur Strukturierung von Führungs- und Einladungskreisen, zu Titel- und

Rangsystemen, hybriden Karrieremodellen, Vergütungssystemen und freiwilligen betrieblichen Zusatzleistungen, sogenannten Fringe Benefits. Auch wenn die Vergütung hinsichtlich der Arbeitgeberwahl und dem Engagement heute nicht mehr für alle Generationen und Mitarbeiter an erster Stelle steht, bleibt die Nachvollziehbarkeit einer anforderungs-, leistungs- und marktgerechten Vergütung auch in Zukunft wichtig. Denn der Stellenwert von Transparenz und Nachhaltigkeit in der

Vergütung ist nicht zuletzt aufgrund von regulatorischen Interventionen sowie Gestaltungs- und Reporting-Vorschriften deutlich gestiegen. In den Gutachten zur Angemessenheit der Vorstands- und Geschäftsführervergütung werden sowohl horizontale Marktvergleiche als auch interne, vertikale Vergleiche angestellt. An der besonderen Bedeutung externer Benchmarks wird sich in diesem Top-Segment künftig wohl wenig ändern. Hier werden die Vergleichsunternehmen anhand weniger

ABWÄGUNG: UMFANG UND KOSTEN-NUTZEN-VERHÄLTNIS



Die Abbildung illustriert dass die Qualität des Vergütungsbenchmarking stets von der Abwägung zwischen zwei zentralen Faktoren abhängt: Den Kosten sowie dem individuellen Nutzen des Gehaltsvergleichs.

Kosten	Nutzen
<ul style="list-style-type: none"> • Werden Gesamtstrukturvergleiche für alle Länder benötigt oder reichen bedarfsbezogene selektive Vergleiche für einzelne Positionen aus? • Ist das Job Matching auf Basis einer analytischen Positionsbewertung notwendig oder reicht ein Vergleich auf Basis von Job Profilen aus? • Wie hoch sind die einmaligen Einrichtungskosten und jährlichen Lizenzkosten einer Systemsoftware eines Providers im Vergleich zu bedarfsbezogenen selektiven Survey-/ Datenkäufen bei unterschiedlichen Datenprovidern? • Wie stark ist die Bindung an einen Datenprovider beziehungsweise wie hoch sind die Wechselkosten? 	<ul style="list-style-type: none"> • Wie groß ist der interne Handlungsdruck? • Wie groß ist der Wettbewerbsdruck auf den Arbeitsmärkten? • Wie groß ist der externe Kostendruck? • Welche tatsächlichen Handlungsoptionen bestehen für Anpassungen? • Wie volatil sind die Arbeitsmärkte und Vergütungen? • Wie groß ist der Nutzen, sich an einen Daten / Systemanbieter zu binden? • Wie hoch ist die Gefahr, eine haushalts-mächtige Abhängigkeit von Marktdaten zu entwickeln?

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Authors

Ralf Hendrik Kleb (Baumgartner & Partner)

Nicole Fabig-Grychtol (nfg consulting)

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Management Consultants GmbH
Straßenbahnring 17
20251 Hamburg
Germany
www.baumgartner.de

Contact

ralf.kleb@baumgartner.de
Phone: +49 (40) 28 41 64-0

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