



## Why Job Leveling and Pay Equity Go Hand-in-Hand

# Speakers



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**How do I do a pay equity analysis  
if I don't trust my job leveling?**

# Let's start with the basics

- 1 Understand what data can be used to create the like-for-like comparisons**
- 2 Job levels are used to organize jobs with similar functions**
- 3 Job leveling typically involves a rigorous process by which jobs are evaluated across a number of factors**

## But what happens when we're not confident in our leveling?

**Are there good reasons to not trust leveling?**  
*YES! There are 3*

**PROBLEM 1:**

The company doesn't use a formal process of job evaluation

**PROBLEM 2:**

Job leveling was implemented and left alone without updates

**PROBLEM 3:**

Inconsistencies were created after an M&A event

# **Problem 1:**

**The company doesn't use a formal process of job evaluation**

**1**  
**Pull together a team of subject matter  
experts at your organization**

**2**

**Take inventory of the roles that  
exist in your organization**



**Create a framework of objective factors that describe the value of the contribution of roles in your organization**

**4**

**Using the framework, evaluate jobs, typically  
one function at a time**

5

Only after job leveling is complete,  
jobs are linked to market data

## **Problem 2:**

**Job leveling was implemented and left alone without updates**

# 1

**Make sure compensation decisions  
are happening consistently**

**2**

**Do the work and do it well**

**Start with a critical function - either audit globally or in the markets where you know there has been a lot of activity lately**

## **Problem 3:**

**We had a recent acquisition and we haven't yet aligned the leveling between legacy organizations to come up with one consistent job leveling framework**



# 1

**For M&A, look at the degree of overlap**

**Should you delay conducting pay equity analyses if you don't trust your job leveling?**

1

**Conduct your Pay Equity Analysis anyway**

**Address your job leveling**

**2**

**Transparency is key:**  
Educate employees about  
how jobs are valued helps  
them understand career  
paths and what  
opportunities are available  
to them as they acquire new  
skills and take on greater  
responsibilities

**Monitor your compensation programs**



Thank you

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# But what happens when we're not confident in our leveling?

Are there good reasons to not trust leveling?

**GOAL 3: Set  
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Up For COVID  
Recovery**  
Invest in a  
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accelerate areas that  
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