

# 2023 Global Marketing Compensation Survey

Submission webinar

May 2023

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A business of Marsh McLennan



## 1. Webinar Objectives

## 2. 2023 Survey Overview

- Highlights, Benefits of Participation & Countries
- Important Dates & Pricing for 2023

## 3. Data Collection

- Survey Changes & Transition to Mercer Job Library
- Navigating Mercer Data Connector
  - Participation Dashboard
  - Employee Data Template
  - Job Matching Reminders
  - Validation
- Mercer Resources & Contact Information

## 4. Data Results

## 5. Mercer Data Connector Demonstration

## 6. Questions & Answers

# Agenda

# Webinar objectives



# Webinar objectives



Outline and provide a better understanding of the overall survey process.



Improve understanding of the data submission process in Mercer Data Connector.



Highlight milestone dates & key changes for 2023.



Explain the transition to Mercer Job Library to ensure quality job matching.



Knowledge sharing and Q&A.



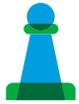
# Survey overview

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# Highlights



# Benefits of participation



Survey results are only available to participants.



Market data for your industry with consistent jobs, participation, and data across 20 countries.



Savings gained by purchasing multiple country data.



Standard reports available in Excel and PDF.



Ability to run your own custom cuts using Mercer WIN<sup>®</sup>.



# Countries



Countries included in the survey for 2023.

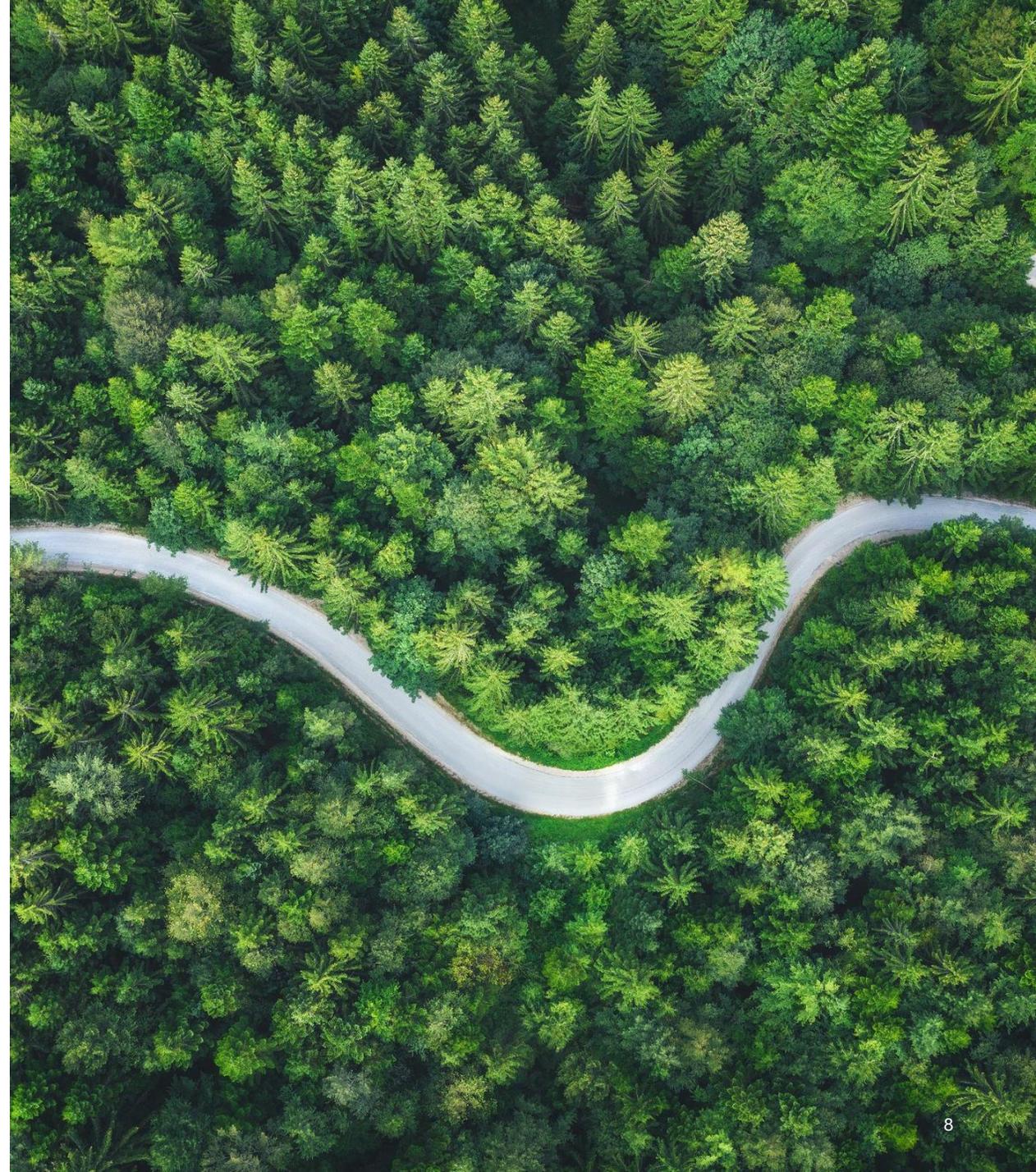
EMEA	Asia Pacific	Americas
France	Australia	Argentina*
Germany	China	Brazil
Italy	Hong Kong*	Canada
South Africa	India	Chile*
Spain	Japan*	Colombia*
United Arab Emirates	Singapore	Mexico
United Kingdom		United States



Countries (\*) were re-added in 2022.



Mercer will work with holding companies to assess countries to be re-established in the survey in 2024 and beyond.



# Important dates

Activity	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Data effective date	1							
Survey opens in Mercer Data Connector	4							
Submission webinars	23-25							
Submission deadline			30 					
GMS Results available							Early	
Results Meeting								TBD*

*\*Conference details pending.*

# Pricing for 2023



## Global purchase by holding company; one price:

- All agencies are allowed to use the data, even if they didn't participate.
- 50 local data users (multiple countries for each user) and 10 global data users (all countries).



## Country purchase by agency; priced by number of countries:

- Access only to countries purchased. Only purchasing agency allowed to access the data.
- One user per country (multiple countries for each user) and two global users (only countries purchased).
- 2023 Pricing:

# Countries	Price Per Country (USD)
1	\$2,700
2 - 5	\$1,800
6 - 10	\$1,600
11 - 20	\$1,450

# Data collection

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# Data collection

## Survey Changes & Transition to Mercer Job Library!



Global Marketing position codes have transferred to Mercer Job Library codes to align with global job sizing standards. This is the main change for 2023.

- All Global Marketing position codes have changed to Mercer Job Library codes.
- A mapping table is located in the Mercer Data Connector tool to provide assistance for all agencies in transitioning to the new codes.
- Some positions have fully mapped to the new codes and others are partially mapped requiring input from the agency to select the correct code.



The 2023 Global Marketing Data Collection campaign will be pre-populated with 2022 data for agencies that submitted data last year. The job matches are mapped or partially mapped to the new MJL codes.



Organization Primary Sector has been added to the Company Data tile.



Global Marketing is not listed as a product in the Order tile. Mercer will follow up with agencies on orders after data collection is complete.

# Data collection

## Mercer job library – Mapping table

To assist agencies with job matching and navigating the new codes, Mercer has created a job mapping table, which compares the new codes to the old ones.

**Mercer**  
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### 2022 Global Marketing Survey Mapping to Mercer Job Library

2022 Survey Job Code	2022 Survey Job Title	2023 Library Job Code	2023 Library Job Title	Matching Comments	Geographic Scope of Role / Type of Organization	Head of Sub-Function Job Type
100-0	Top Executive - Worldwide	GMA.01.003.EOH	please select Geographic Scope of Role / Type of Organization in column F	Head of Organization - Partial Mapping		
101-0	Top Executive - Regional	GMA.01.003.EOH	please select Geographic Scope of Role / Type of Organization in column F	Head of Organization - Partial Mapping		
102-0	Top Executive - Office/Country	GMA.01.003.EOH	please select Geographic Scope of Role / Type of Organization in column F	Head of Organization - Partial Mapping		
110-0	Top Operating Executive - Worldwide	GMA.01.004.EFH	please select Geographic Scope of Role / Type of Organization in column F	Head of Function - Partial Mapping		
111-0	Top Operating Executive - Regional	GMA.01.004.EFH	please select Geographic Scope of Role / Type of Organization in column F	Head of Function - Partial Mapping		
112-0	Top Operating Executive - Office/Country	GMA.01.004.EFH	please select Geographic Scope of Role / Type of Organization in column F	Head of Function - Partial Mapping		
120-0	Top Finance Executive - Worldwide	FIN.01.001.EFH	please select Geographic Scope of Role / Type of Organization in column F	Head of Function - Partial Mapping		
120-1	Controller - Worldwide	FIN.04.001.E20	General Financial Control - Sub-function Executive 2 (E2)			
121-0	Top Finance Executive - Regional	FIN.01.001.EFH	please select Geographic Scope of Role / Type of Organization in column F	Head of Function - Partial Mapping		
121-1	Controller - Regional	FIN.04.001.E10	General Financial Control - Sub-function Executive 1 (E1)			
122-0	Top Finance Executive - Office/Country	FIN.01.001.EFH	please select Geographic Scope of Role / Type of Organization in column F	Head of Function - Partial Mapping		
122-1	Controller - Office/Country	FIN.04.001.M50	General Financial Control - Senior Manager II (M5)			
130-0	Top Marketing Executive - Worldwide	SMP.01.003.EFH	please select Geographic Scope of Role / Type of Organization in column F	Head of Function - Partial Mapping		
131-0	Top Marketing Executive - Regional	SMP.01.003.EFH	please select Geographic Scope of Role / Type of Organization in column F	Head of Function - Partial Mapping		
132-0	Top Marketing Executive - Office/Country	SMP.01.003.EFH	please select Geographic Scope of Role / Type of Organization in column F	Head of Function - Partial Mapping		

Introductory Notes **Mapping Table** 2022 Survey Job Codes 2023 Survey Job Codes

# Data collection

## Navigating Mercer data connector – Overview

Similar to 2022, data for 2023 Global Marketing will be submitted in the Mercer Data Connector (MDC) tool.



Agency representatives are notified via email when the MDC tool is open for Global Marketing or when they receive access and can click on a link to access the survey or access this link in the My Participation section in iMercer accounts.



Agency representatives can delegate access if needed.



Agency representatives must upload, validate and submit data in the MDC tool by July 30. (No separate data validation file to review).



No deadline extensions.



# Data collection

## Navigating Mercer data connector – Participation dashboard

After entering MDC, launch the campaign for 2023 Global Marketing (GMS) Data Collection and you will see the following tiles and can monitor your progress.

The screenshot displays the Mercer Data Connector interface. At the top, the logo 'Mercer Data Connector' is on the left, and navigation links 'SUBMIT DATA', 'ORDER PRODUCTS', a settings gear, a notification bell, and a user profile icon are on the right. Below this is a dark blue header with a home icon, the breadcrumb '2023 Global Marketing (GMS) Data Collection', and a '< Back' link. The main content area features four white tiles, each with a progress indicator at the top showing 'NOT STARTED' and a progress bar. The tiles are: 1. 'Company Data' with a briefcase icon, '0 out of 122 Completed', and a 'BEGIN >' button. 2. 'Employee Data' with a person icon, '0 out of 122 Completed', and a 'BEGIN >' button. 3. 'Order Products' with a shopping cart icon, '0 out of 122 Submitted', and an 'ORDER >' button. 4. 'Submit Data to Mercer' with a checkmark icon, '0 out of 122 Submitted', and a 'SUBMIT >' button. The footer contains the Mercer logo, copyright text '© 2023 Mercer. All rights reserved. Terms of Use. Privacy Policy. Site Map.', social media icons for LinkedIn, Twitter, Facebook, and YouTube, and a 'Resource Center | Glossary | Contact Us' link. A dark blue cookie consent banner is at the bottom with a pink information icon.

# Data collection

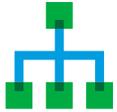
## Navigating Mercer data connector – Steps

- Enter organization information in the **Company Data** tile. Check to make sure all agencies/countries you intend to submit data for are listed in the campaign and delegate access if needed.
- Enter **Employee Data** information. In the Employee Data tile download an excel file template. Update that file with incumbent information and upload to the tool.
- Validate your data by responding to the validation questions. After validation, please hit the **Submit Data** button! No need to enter information in the **Order** tile since Mercer will follow up separately after data collection.
- To access resources including the 2023 GMS job catalogue (with job mapping table) and currency conversion file please click on the information icon on the bottom right.



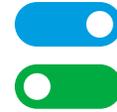
# Data collection

## Navigating Mercer data connector – Adding companies & users



### Adding Companies – Steps

- Click the **Gear** Icon on the top right. Click **Companies**.
- Click **Add Company** button to create new company from scratch or use the **Copy** option to copy and modify details of existing company.
- Click **Edit** to modify existing company details. Use the **Delete** button to remove a company permanently. (This will also remove any data you submitted for that entity.)



### Adding Users – Steps

- Click the **Gear** icon. Select **User Access**.
- Click **Add User** or use the **Copy** function to copy an existing user setup as a start for new user.
- Complete the **User information**. Select User Access: **Administrator** or **Delegate**.
- [Video Demonstration: Managing Users – Mercer Data Connector – Compensation & Benefits Surveys Resources Center.](#)

# Data collection

## Navigating Mercer data connector – Company data

The screenshot displays the Mercer Data Connector interface. At the top left is the logo and text "Mercer Data Connector". To the right are buttons for "SUBMIT DATA" and "ORDER PRODUCTS", along with icons for settings, notifications, and user profile. Below the header is a breadcrumb trail: "Home > Your Participation Progress > Status > Submission", with a "Back" link on the right. The main content area is titled "Organization Type". On the left, a sidebar shows a list of items: "0 Errors", "Organization Type" (highlighted with a pink box), "Salary Increase", "Allowance Policy", and "Notes". The "Organization Type" section contains a form with the label "Type of organization \* i" and five radio button options: "Parent/Corporate", "Subsidiary", "Multi-Division", "Division", and "Not Applicable". Below this is another section labeled "Parent organization ownership \* i" with an upward arrow icon. At the bottom of the page, a dark blue footer contains a cookie consent message: "We use cookies to improve your experience. By using our site, you agree that we can place cookies on your device. Please see our Privacy Statement for details." and a pink information icon.

# Data collection

## Navigating Mercer data connector – Employee data

2020 DEMO CAMPAIGN

### Employee Data

- Status
- File Upload**
- Job Match
- Validation

### File Upload

Choose Your Company

2020 MDC Business Review Canada Retail (CA) x

**To update or share your employee data, you'll need to prepare your file using one of these options. First "Choose Your Company(ies)" from the drop down list and then click the blue button below.**

**I participated last year and want to review my pre-populated data.**

Click the "Download Template" button, and Mercer Data Connector will generate an Excel file that contains your data from last year. If you have more than one company/country combination selected, they will be identified in the "Company Name" and "Country Code" columns. This is the easiest way to update your employee data.

**I want to use a blank template.**

Click the "Download Template" button, and Mercer Data Connector will generate an Excel file template. If you didn't participate last year, the template will be blank but if you did participate, data will be pre-populated – just delete it and copy and paste your data into the Excel file – don't modify the columns.

**I want to upload my HRIS file.**

Using an Excel (xlsx only) file, upload your file by clicking the "Upload" button. Once your file is uploaded, Mercer Data Connector will prompt you to map your column headings to Mercer's columns and identify the country/combination the data applies to.

**Download Template**



# Data collection

## Employee data template – Job codes & specialty refinements

Employee job code matching & titles:

Company Name	Country/Region Code	Country of employee	Employee identifier	Survey job code	Survey job title	Job code within your organization	Job title within your organization	Position title of the person to whom the employee reports
<p>For templates with multiple companies, two extra columns will appear: Company Name &amp; Country/Region Code. Complete these first.</p>								

Specific job family refinement flags:

Employee primary discipline	Creative specialty flag (digital marketing employees only)	Practice area (public relations employees only)	Data/statistical analytics/digital planning and execution (only for Data/Statistical Analytics (400) and Digital Planning & Execution (500) job families)	Studios (only for the Studios (580) job family)	Video production (only for the Video Production (590) job family)	Search/social (only for the Search (600) and Social (610) job families)

# Data collection

## Employee data template – Location, scope & pay

Location & Scope Details:

Expatriate	Workplace postal/ZIP code for employee's primary location	Office/workplace total number of employees	Geographic scope of role	Revenue responsibility (in USD) (top executive positions only)	Multiple brand responsibility
<p>Several options available for geographic scope of role such as multi-regional and multi-country.</p>			<p>To convert revenue responsibility into USD click the information icon to find the currency conversion file.</p>		

Base Pay & Allowances:

Employee salary currency	Pay type	Monthly salary	Annual base salary (equivalent to full-time employment)	Tuition allowance (annual)	Housing allowance (annual)	Cost of living allowance for expatriates only (annual)	All other annual guaranteed cash amount	All other annual guaranteed cash description
<p>All other annual guaranteed cash refers to "Other Allowances". Do not report Car Allowance in these fields.</p>								

# Data collection

## Employee data template – Short & long-term incentives

STI & LTI values:

Short-term incentive (variable bonus) eligibility	Short-term incentive (target) as percentage of base salary	Short-term incentive (variable bonus) amount (actual) (annual)	Long-term incentive eligibility	Long-term incentive received	Long-term incentive maximum as a percentage of base	Long-term incentive target as a percentage of base	Actual LTI value awarded
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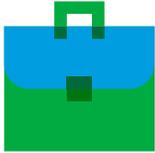
LTI Plan Types & Car Allowance:

Stock/share options (11)	Share appreciation rights (SARs) (12)	Restricted shares/share units (21)	Performance shares/share units (22)	Performance cash units (31)	Long-term cash (32)	Car allowance (annual)
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Please note Car Allowance is located following LTI plan types.

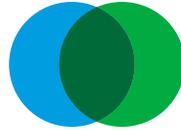
# Data collection

## Job matching reminders



### Matching Your Jobs

- Use your resources to understand your jobs
  - Line managers, peers, and Mercer
- Each incumbent should be matched to only one position
- Match on job content
  - Not job title
  - Not the incumbent in the job



### A Good Match

- All duties described may not be performed
  - Good match represents at least 80% of benchmark position
- If major responsibilities in job description are not a part of your position (or vice-versa), another match may be more appropriate



### Hybrid Jobs

- Some jobs are too unique to match (e.g. incumbent spends 50% in marketing, 50% in IT)
- Contains 60% or more job content, otherwise exclude

# Data collection

## Navigating Mercer data connector – Validations

Mercer DATACONNECTOR

> Your Participation Progress > Status > Validations

Back

Status

File Upload

Job Match

Validation

Validations

Choose Your Company

SELECT YOUR TYPE

Job Match (0) Required (1) Optional (1) Resolved (112) Advanced Filter

Results - You have 114 Items.

To dismiss multiple items, check the box next to each one and click the Dismiss button. Dismiss

<input checked="" type="checkbox"/>	Category	Error Description	Status	Number of Incumbents	Action
<input checked="" type="checkbox"/>	Base Salary	This field requires a number format (e.g., 56.999 or 67)	REQUIRED	3	FIX ERROR
<input checked="" type="checkbox"/>	Base Salary	This field requires a number format (e.g., 56.999 or 67)	OPTIONAL	3	REVIEW
<input checked="" type="checkbox"/>			RESOLVED	10	VIEW
<input checked="" type="checkbox"/>			RESOLVED	39	VIEW

For each validation item select one of three actions: Fix, Dismiss or Exclude.

*After all sections are complete, select Submit Data to Mercer.*

# Data collection

## Mercer resources & contact information



Find all the information you need on Mercer Data Connector including FAQs, videos, upcoming training courses, and more:

[Mercer Resources Center](#)

[resources.mercer.com](https://resources.mercer.com)

For information about Global Marketing visit [www.imercer.com/gms](https://www.imercer.com/gms)

For help with Mercer Data Connector access and technical issues:

### **Americas**

Mercer Contact Center

800 333 3070

[surveys@mercer.com](mailto:surveys@mercer.com)

### **Asia Pacific**

Client Solutions Asia

[client.solutions.asia@mercer.com](mailto:client.solutions.asia@mercer.com)

### **EMEA**

Carlos Mejía Tula

+48 697 200 184

[carlos.mejia.tula@mercer.com](mailto:carlos.mejia.tula@mercer.com)

For help with specific survey questions:

### Survey Lead

Nicole Aronov

502 938 8307

[nicole.aronov@mercer.com](mailto:nicole.aronov@mercer.com)

### Survey Advisor

Bill Strobl

[bill.strobl@mercer.com](mailto:bill.strobl@mercer.com)

# Data results

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# Data integrity

All data is confidential and reported aggregately to protect participant confidentiality

Statistic	# Organizations	# Observations	# Holding Companies
Average or Mean	3	3	2
10 <sup>th</sup> Percentile	5	10	2
25 <sup>th</sup> Percentile	5	5	2
50 <sup>th</sup> Percentile or Median	4	4	2
75 <sup>th</sup> Percentile	5	5	2
90 <sup>th</sup> Percentile	5	10	2



# Access to results

- Participants access survey results via Mercer WIN®.
- Mercer publishes the survey results and all associated report files.
- Search and summarize Mercer Market Data.
- Access multiple Mercer surveys and refinements in one view.
- Combine jobs and age data.
- Print and export results as you desire.
- New Mercer WIN® user interface will be released on July 12<sup>th</sup>. Classic interface will be available as the default until end of 2023.

The screenshot displays the Mercer WIN user interface. At the top, the header includes 'TALENT IMPACT' and 'Mercer WIN | REWARD' on the left, and the 'MERCER' logo on the right. Below the header is a navigation bar with a home icon and a 'Progress Center' dropdown. The main content area is titled 'My Homepage' and features a carousel of icons for 'Mercer Market Data', 'Diagnostic Report', 'My Jobs', 'My Employees', and 'My Library'. Below this is the 'My Dashboard' section, which is divided into three columns. The left column, 'Competitive Snapshot', shows a grid of colored squares (red, yellow, green) representing data points across various categories like Administration, Call Centre, Corporate Affairs, Finance, General Management, Human Resources, and Information Technology. The middle column, 'I Want To...', contains links for 'Download a Mercer survey report', 'Edit My Profile', 'View Mercer Market data by Job', and 'View Mercer Market data by Position Class'. The right column, 'My Market Views', includes a search bar with '2015' and 'United States' selected, and a table with columns for 'Market View', 'Country', and 'Year'. The table contains one entry: '2015 US GMS', 'United States', and '1 May 2...'. On the far right, there is a 'Mercer News' section with a headline: 'Mercer Learning Australia has a new website!' and a sub-headline: 'How savvy are you when it comes to Mercer IPE?'. A large red 'SAMPLE' watermark is overlaid on the Competitive Snapshot grid.

# Access to results

## Visit the Mercer WIN Homepage

[http://www.imercer.com/content/Mercer\\_WIN\\_homepage.aspx](http://www.imercer.com/content/Mercer_WIN_homepage.aspx) for:



Training demos/webcasts



Quick reference guides



FAQs



System requirements



### Questions:

- [globalmarketing@mercer.com](mailto:globalmarketing@mercer.com)
- Customer Service Representative 800 333 3070 or [surveys@mercer.com](mailto:surveys@mercer.com)



# **Mercer data connector demonstration**

**5**

# Questions & answers



# Appendix

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# Mercer Data Connector (MDC)

- MDC tool will be further enhanced and customized for Global Marketing.
- 20 countries in scope for 2023.
- Users can upload data for various markets/agencies and delegate access.
- Real-time validation.
- Data pre-population for 2022.
- Easy to navigate progress via Participation Switchboard.

The screenshot displays the Mercer Data Connector (MDC) interface for the 2022 Global Marketing (GMS) Data Collection. The top navigation bar includes the Mercer Data Connector logo, a 'SUBMIT DATA' button, an 'ORDER PRODUCTS' button, and user settings icons. The breadcrumb trail shows the current path: Home > 2022 Global Marketing (GMS) Data Collection. Below the breadcrumb is an 'Apply Filter' section with a 'Clear' button and a dropdown arrow. The main content area features four data collection progress cards:

- Company Data:** IN PROGRESS (indicated by a blue progress bar), 0 out of 32 Completed, with a 'CONTINUE >' button.
- Employee Data:** NOT STARTED, 0 out of 32 Completed, with a 'BEGIN >' button.
- Long Term Incentive Plans:** NOT STARTED, 0 out of 32 Completed, with a 'BEGIN >' button.
- Order Products:** NOT STARTED, with an 'ORDER >' button.

At the bottom of the interface, there is a cookie consent banner: 'We use cookies to improve your experience. By using our site, you agree that we can place cookies on your device. Please see our [Privacy Statement](#) for details.' An information icon is visible in the bottom right corner of the banner.

# Mercer Job Library (MJL)

Global Marketing Survey positions are transitioning to Mercer Job Library for 2023.



## Single catalogue

Based on “**nature of work**” across mercer’s thousands of surveys; supports emerging and mature markets, large and small companies, and different industries.



## Clear relationship between jobs

Allows Mercer to provide appropriate alternatives, through the **data roll-ups**, when insufficient data exists.



## Across all countries

**Simplifies** and **standardizes** our global and regional surveys and the market data for our multi-national clients.



## Mercer WIN enhancements

Online platform is more intuitive. Improved, browser-like filters and helpful fly-outs.

**Special thanks to these individuals for assisting with and providing input to the mapping to MJL: Kate Roche at VMLY&R, Andrew Kapustka at Publicis, Trea Coleman at GroupM, Kevin Ramos at McCann, and Amber Tucker at YMLY&R.**

# MJL benefits for global marketing



Underpinned by universal and cutting-edge job sizing and nature of work research to help align and standardize positions across markets.



Global catalogue with ad-agency positions that align to Global Marketing positions.



Offers levels for different career tracks: Para-Professional, Professional, Management and Executive (P1, P2, P3, M1, M2, etc.)



Aligns with leveling methodology of other surveys, such as TRS, and offers core job and combined job statistics in survey results.



# Level alignment

GMS Level	GMS Level Description	Library Level	Library Level Description
<b>Top Executive (Level 0)</b>	Identifies, develops, and directs the implementation of business strategy. This is your top-level position within each job family. Usually only one employee, the most senior, is matched at this level. Typically has 12 or more years of experience.	<b>OH – Organization Head</b> <b>FH – Function Head</b> <b>Sub-function Head</b>	Worldwide: E4S, Regional: E3S, Country: E2S Worldwide: E34, Regional: E24, Country: E14 Worldwide: E30, Regional: E20, Country: E10
<b>Executive (Level 1)</b>	Plans, develops, and implements business strategy. This level typically reports to your agency's Top level in the family. Typically has 10 or more years of experience.	<b>Sub-function Head</b>	Worldwide: E20, Regional: E10, Country: M50
<b>Director (Level 2)</b>	This position has clear and distinct accountability for business results. Establishes and monitors standards, processes, and communications. Typically has eight or more years of experience.	<b>M4 Senior Manager</b>	A Senior Manager (M4) typically manages a department or small unit that includes multiple teams led by Managers and/or Team Leaders. Responsibilities typically include: <ul style="list-style-type: none"> <li>• Ownership of short to mid-term (1-3 years) execution of functional strategy and the operational direction of the Department.</li> <li>• Problems faced are often complex and require extensive investigation and analysis.</li> <li>• Requires ability to influence others to accept practices and approaches, and ability to communicate and influence executive leadership.</li> </ul>
<b>Manager (Level 3)</b>	Has responsibility for development, coaching of staff (i.e., hiring, firing, performance, salary increases, etc.), and managing and monitoring standards set by higher executives. Typically has five or more years of experience.	<b>M3 Manager</b>	A Manager (M3) manages experienced professionals who exercise latitude and independence in assignments. Responsibilities typically include: <ul style="list-style-type: none"> <li>• Policy and strategy implementation for short-term results (1 year or less).</li> <li>• Problems faced are difficult to moderately complex.</li> <li>• Influences others outside of own job area regarding policies, practices and procedures</li> </ul>
<b>Experienced (Level 4)</b>	Under moderate direction, works within significant limits and authority on assignments of higher complexity and coordination. Possesses demonstrated knowledge and skills, including product and industry. May provide guidance and assistance to lower-level associates and other functional areas. Typically has 3 - 5 years of experience.	<b>P3 Senior Professional</b>	A Senior Professional (P3) applies advanced knowledge of job area typically obtained through advanced education and work experience. Responsibilities typically include: <ul style="list-style-type: none"> <li>• Managing projects/processes, working independently with limited supervision.</li> <li>• Coaching and reviewing the work of lower level professionals.</li> <li>• Problems faced are difficult and sometimes complex.</li> </ul>
<b>Intermediate (Level 5)</b>	Under moderate supervision, works within specific limits and authority on assignments of moderate complexity. Possesses functional knowledge and skills reflective of a fully competent practitioner. Typically has 1 - 3 years of experience.	<b>P2 Experienced Professional</b>	An Experienced Professional (P2) applies practical knowledge of job area typically obtained through advanced education and work experience. Responsibilities typically include: <ul style="list-style-type: none"> <li>• Works independently with general supervision.</li> <li>• Problems faced are difficult but typically not complex.</li> <li>• May influence others within the job area through explanation of facts, policies and practices.</li> </ul>
<b>Entry (Level 6)</b>	Under close supervision and guidance, works within narrowly defined limits and authority on assignments of low complexity. Possesses basic functional knowledge and skills reflective of study and/or on job development. Typically, has less than one year of experience.	<b>P1 Entry Professional</b>	An Entry Professional (P1) applies broad theoretical job knowledge typically obtained through advanced education. Responsibilities typically include: <ul style="list-style-type: none"> <li>• Work is closely supervised.</li> <li>• Problems faced are not typically difficult or complex.</li> <li>• Explains facts, policies and practices related to job area.</li> </ul>

# Position alignment – Top positions

JF Code	JF Title	MJL Mapping	MJL Specialization Title
100	Top Executive – Worldwide	GMA.01.003	Head of Organization (CEO)
101	Top Executive – Regional	GMA.01.003	Head of Organization (CEO)
102	Top Executive – Office/Country	GMA.01.003	Head of Organization (CEO)
110	Top Operating Executive – Worldwide	GMA.01.004	Chief Operating Officer (COO)/Head of Operations
111	Top Operating Executive – Regional	GMA.01.004	Chief Operating Officer (COO)/Head of Operations
112	Top Operating Executive – Office/Country	GMA.01.004	Chief Operating Officer (COO)/Head of Operations
120	Top Finance Executive – Worldwide	FIN.01.001	Head of Finance & Accounting (CFO)
120-1	Controller - Worldwide	FIN.04.001	General Financial Control
121	Top Finance Executive – Regional	FIN.01.001	Head of Finance & Accounting (CFO)
121-1	Controller - Regional	FIN.04.001	General Financial Control
122	Top Finance Executive – Office/Country	FIN.01.001	Head of Finance & Accounting (CFO)
122-1	Controller - Office/Country	FIN.04.001	General Financial Control
130	Top Marketing Executive – Worldwide	SMP.01.003	Head of Marketing
131	Top Marketing Executive – Regional	SMP.01.003	Head of Marketing
132	Top Marketing Executive – Office/Country	SMP.01.003	Head of Marketing
140	Top Human Resource Executive – Worldwide	HRM.01.001	Head of Human Resources
141	Top Human Resource Executive – Regional	HRM.01.001	Head of Human Resources
142	Top Human Resource Executive – Office/Country	HRM.01.001	Head of Human Resources
150	Practice Leader	SMP.05.011	Ad Agency Practice Area Management (Media)
190	Top Information Technology Executive – Worldwide	ITC.01.001	Head of Information Technology (CIO)
191	Top Information Technology Executive – Regional	ITC.01.001	Head of Information Technology (CIO)
192	Top Information Technology Executive – Office/Country	ITC.01.001	Head of Information Technology (CIO)

# Position alignment – Families

JF Code	JF Title	MJL Mapping	MJL Specialization Title
200	Technology	PPM.02.066	IT Consulting: Solution Delivery Management (High Tech & Professional Services)
210	Applications Engineer	ITC.06.001	General IT Applications Development
220	Database Administration	ITC.08.074	IT Database Administration
230	Software Developer	ITC.06.022	General IT Systems Software Development
260	Front End Development	ITC.06.044	Website Design & Development: Communications & Marketing
280	User Experience Information Architect	CRT.03.024	User Experience Design (UXD)
290	Global Account Leader	SMP.09.024	Account Management (Ad Agencies)
295	Global Creative Leader	CRT.04.005	Advertising Creative (Ad Agencies)
300	Account Management	SMP.09.024	Account Management (Ad Agencies)
310	Creative	CRT.04.005	Advertising Creative (Ad Agencies)
315	Design	CRT.04.007	Digital Advertising Concept Design (High Tech, Media & Entertainment)
320	Strategy/Planning	SMP.02.024	Advertising Media Planning & Strategy
330	Media Planning	SMP.02.048	Digital Media Planning (Ad Agencies)
340	New Business	SMP.02.021	Business Development Strategy & Planning
360	Top Medical Director	SMP.04.124	Life Sciences Medical Education (Ad Agencies)
370	Project Management	PPM.02.070	Advertising/Marketing Project Management (Ad Agencies)
380	Production	CRT.04.029	General Advertising Production
400	Data/Statistical Analytics	DAW.02.009	Online Marketing/Advertising Analytics (Ad Agencies)
430	Client Finance	SMP.09.025	Client Finance Management: Advertising/Marketing (Ad Agencies)
440	Research and Insights	SMP.06.001	Market Research & Analysis
450	National Broadcast Buying	SMP.05.012	Media Buying (Ad Agencies)
460	Regional Broadcast Buying	SMP.05.012	Media Buying (Ad Agencies)
490	Print Buying	SMP.05.012	Media Buying (Ad Agencies)
500	Digital Planning & Execution	SMP.05.010	Online/Digital Advertising
510	Digital Strategy	SMP.02.049	Digital Media Strategy (Ad Agencies)
540	Medical Writer	SMP.04.124	Life Sciences Medical Education (Ad Agencies)
560	Corporate Communication	CCA.02.001	General Communications & Corporate Affairs
570	Programmatic	SMP.05.014	Media Campaign Operations (Ad Agencies)
580	Studios	CRT.06.081	Studio/Stage Management (Media)
590	Video Production	CRT.06.057	Film/Show/Program: Video Content Design & Editing (Media)
600	Search	SMP.04.070	Search Engine Marketing
610	Social	SMP.04.065	Social Media Marketing
620	Internal Consultancy	SMP.02.045	Market Planning

