



Mercer Data Connector

Executive Matching

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Executive Matching

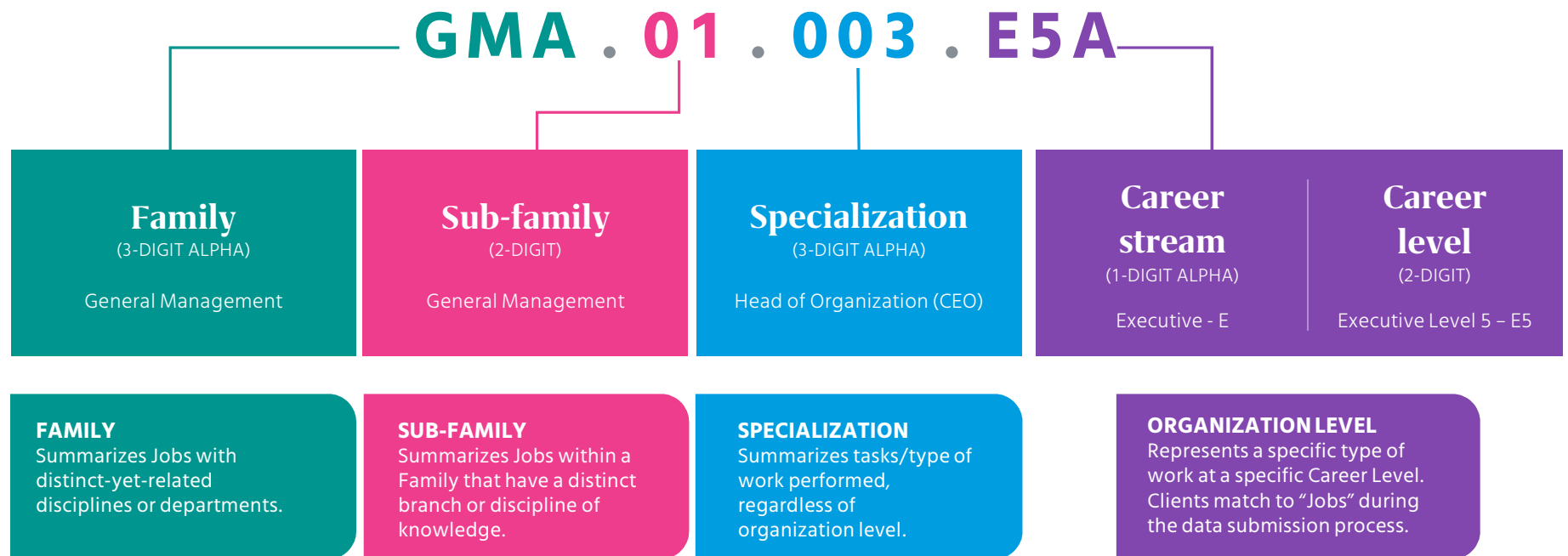
- ▶ Smart Job Coding in Mercer Job Library
- ▶ Executive Career Stream Changes
- ▶ Executive Level Job Matching
- ▶ Best Practices and Reminders



Mercer Job Library

Smart job coding

Head of Organization (CEO) – Global Parent/Corporate (E5)



Executive Career Stream Review

2020 Framework

HEAD OF ORGANIZATION

GEOGRAPHIC SCOPE OF ROLE	ORGANIZATION TYPE			
	Parent/Independent	Subsidiary	Multi-Profit Center/Group	Division
Global	E5A	E4S	E4M	E4D
Regional (Multi-Country)	E4A	E3S	E3M	E3D
Country	E3A	E2S	E2M	E2D

HEAD OF FUNCTION

GEOGRAPHIC SCOPE OF ROLE	ORGANIZATION TYPE			
	Parent/Independent	Subsidiary	Multi-Profit Center/Group	Division
Global	E41	E34	E33	E32
Regional (Multi-Country)	E31	E24	E23	E22
Country	E21	E14	E13	E12

HEAD OF SUB-FUNCTION

GEOGRAPHIC SCOPE OF ROLE	ORGANIZATION TYPE	
	Parent/Independent	Subsidiary, Multi-Profit Center/Group, Division
Global	E30	E20
Regional (Multi-Country)	E20	E10
Country	E10/M50	M50

Executive Career Stream Review

What changes for 2021?



Executive Career Stream Review

2021 Framework



HEAD OF ORGANIZATION

GEOGRAPHIC SCOPE OF ROLE	ORGANIZATION TYPE		
	Parent/ Corporate	Subsidiary	Division(s)
Global	E5A	E4S	E4D
Regional (Multi-Country)	E4A	E3S	E3D
Country	E3A	E2S	E2D

HEAD OF FUNCTION

GEOGRAPHIC SCOPE OF ROLE	ORGANIZATION TYPE		
	Parent/ Corporate	Subsidiary	Division(s)
Global	E41	E34	E32
Regional (Multi-Country)	E31	E24	E22
Country	E21	E14	E12

HEAD OF SUB-FUNCTION

GEOGRAPHIC SCOPE OF ROLE	ORGANIZATION TYPE	
	Parent/ Corporate	Subsidiary, Division(s)
Global	E30	E20
Regional (Multi-Country)	E20	E10
Country	E10/M50	M50

- „Parent/Independent“ label is renamed to „Parent/Corporate“
- „Multi-Profit Center/Group“ and „Division“ job types are merged into „Division(s)“.
- For Head of Organization and Head of Function executive roles the new „Division(s)“ jobs will inherit codes from the old „Division“.
- Jobs matched in 2020 to legacy „Multi-Profit Center/Group“ jobs will be re-mapped to „Division(s)“ jobs.
- The simplification reduces the number of jobs for Head of Organization and Head of Function type of roles.
- The number of jobs for the Head of Sub-function specializations does not change.

Executive Career Stream Review

Example - Head of Organization

Specialization: Head of Organization (CEO)

2020 Job Level Code	2021 Job Level Code	2020 Job Title	2021 Job Title
E5A	E5A	Head of Organization (CEO) - Global Parent/Independent	Head of Organization (CEO) - Global Parent/Corporate
E4S	E4S	Head of Organization (CEO) - Global Subsidiary	Head of Organization (CEO) - Global Subsidiary
E4M	E4D	Head of Organization (CEO) - Global Multi-Profit Center/Group	Head of Organization (CEO) - Global Division(s)
E4D		Head of Organization (CEO) - Global Division	
E4A	E4A	Head of Organization (CEO) - Regional (Multi-Country) Parent/Corporate	Head of Organization (CEO) - Regional (Multi-Country) Parent/Corporate
E3S	E3S	Head of Organization (CEO) - Regional (Multi-Country) Subsidiary	Head of Organization (CEO) - Regional (Multi-Country) Subsidiary
E3M	E3D	Head of Organization (CEO) - Regional (Multi-Country) Multi-Profit Center/Group	Head of Organization (CEO) - Regional (Multi-Country) Division(s)
E3D		Head of Organization (CEO) - Regional (Multi-Country) Division	
E3A	E3A	Head of Organization (CEO) - Country Parent/Independent	Head of Organization (CEO) - Country Parent/Corporate
E2S	E2S	Head of Organization (CEO) - Country Subsidiary	Head of Organization (CEO) - Country Subsidiary
E2M	E2D	Head of Organization (CEO) - Country Multi-Profit Center/Group	Head of Organization (CEO) - Country Division(s)
E2D		Head of Organization (CEO) - Country Division	

Executive Career Stream Review

Example - Head of Function

Specialization: Head of Human Resources

2020 Job Level Code	2021 Job Level Code	2020 Job Title	2021 Job Title
E41	E41	Head of Human Resources - Global Parent/Independent	Head of Human Resources - Global Parent/Corporate
E34	E34	Head of Human Resources - Global Subsidiary	Head of Human Resources - Global Subsidiary
E33	E32	Head of Human Resources - Global Multi-Profit Center/Group	Head of Human Resources - Global Division(s)
E32		Head of Human Resources - Global Division	
E31	E31	Head of Human Resources - Regional (Multi-Country) Parent/Independent	Head of Human Resources - Regional (Multi-Country) Parent/Corporate
E24	E24	Head of Human Resources - Regional (Multi-Country) Subsidiary	Head of Human Resources - Regional (Multi-Country) Subsidiary
E23	E22	Head of Human Resources - Regional (Multi-Country) Multi-Profit Center/Group	Head of Human Resources - Regional (Multi-Country) Division(s)
E22		Head of Human Resources - Regional (Multi-Country) Division	
E21	E21	Head of Human Resources - Country Parent/Independent	Head of Human Resources - Country Parent/Corporate
E14	E14	Head of Human Resources - Country Subsidiary	Head of Human Resources - Country Subsidiary
E13	E12	Head of Human Resources - Country Multi-Profit Center/Group	Head of Human Resources - Country Division(s)
E12		Head of Human Resources - Country Division	

Executive Career Stream Review

Example - Head of Sub-function

Specialization: Compensation & Benefits

2020 Job Level Code	2021 Job Level Code	2020 Job Title	2021 Job Title
E30	E30	Compensation & Benefits - Executive Level 3	Compensation & Benefits - Sub-function Executive 3
E20	E20	Compensation & Benefits - Executive Level 2	Compensation & Benefits - Sub-function Executive 2
E10	E10	Compensation & Benefits - Executive Level 1	Compensation & Benefits - Sub-function Executive 1



For Sub-function Head specializations, we are introducing the above job title change so that the type of executive role is clearly indicated in the job title.

Executive Career Stream Review

Level Descriptions (1/2)



Descriptions of the five Executive Career Levels (E5, E4, E3, E2, E1) and the M5 Level are adjusted to reflect the new Organization Type Titles. Adjustments are highlighted in the table below.

Level Title	Level Description
Executive Level 5 (E5)	<p>Organization Head and/or Chair of the Board: Global Parent/Corporate Independent Establishes the vision, mission, values and long-term (5+ years) strategies for the organization.</p> <ul style="list-style-type: none"> • Provides guidance and leadership to implement transformational change that has broad impact on the achievement of results for the entire organization. • Ensures appropriate talent selection, organization and leadership for major areas of the organization.
Executive Level 4 (E4)	<p>Organization Head: Regional (Multi-Country) Parent/Corporate Independent OR Global Non-Parent/Corporate Function Head: Global Parent/Corporate Independent Establishes and implements strategies that have long-term (5+ years) impact on business results in alignment with global parent/corporate independent organization objectives.</p> <ul style="list-style-type: none"> • Leads multiple teams of executives, directors/senior managers, and managers. • Ensures appropriate talent selection, organization and leadership for major areas of the organization.
Executive Level 3 (E3)	<p>Organization Head: Country Parent/Corporate Independent OR Regional (Multi-Country) Non-Parent/Corporate Function Head: Regional (Multi-Country) Parent/Corporate Independent OR Global Non-Parent/Corporate Sub-function Head: Global Parent/Corporate Independent Establishes and implements strategies that have mid to long-term (3-5 years) impact on business results in alignment with parent/corporate independent organization objectives.</p> <ul style="list-style-type: none"> • Leads multiple teams of lower level executives, directors/senior managers, and managers. • Develops mid to long-term (3-5 years) plans for optimizing the organization, function, or sub-function and the talent required to execute strategies in job area.

Executive Career Stream Review

Level Descriptions (2/2)



Descriptions of the five Executive Career Levels (E5, E4, E3, E2, E1) and the M5 Level are adjusted to reflect the new Organization Type Titles. Adjustments are highlighted in the table below.

Level Title	Level Description
Executive Level 2 (E2)	<p> Organization Head: Country Non-Parent/Corporate Function Head: Country Parent/Corporate Independent OR Regional (Multi-Country) Non-Parent/Corporate Sub-function Head: Regional (Multi-Country) Parent/Corporate Independent OR Global Non-Parent/Corporate </p> <p>Establishes and implements strategies that have mid to long-term (3-5 years) impact on business results in alignment with parent/corporate independent organization objectives.</p> <ul style="list-style-type: none"> Leads multiple teams of lower level executives, directors/senior managers, and managers. Develops mid to long-term (3-5 years) plans for optimizing the organization, function, or sub-function and the talent required to execute strategies in job area.
Executive Level 1 (E1)	<p> Function Head: Country Non-Parent/Corporate Sub-function Head: Country Parent/Corporate Independent OR Regional (Multi-Country) Non-Parent/Corporate </p> <p>Establishes and implements strategies that have short to mid-term (1-3 years) impact on business results in alignment with parent/corporate independent organization objectives.</p> <ul style="list-style-type: none"> Leads multiple teams of directors/senior managers, and managers. Develops short to mid-term (1-3 years) plans for optimizing the organization, function, or sub-function and the talent required to execute strategies in job area.
Senior Manager II (M5)	<p>A Senior Manager II (M5) typically manages multiple teams led by Senior Managers and Managers. May be a Country Sub-function Head.</p> <p>Responsibilities typically include:</p> <ul style="list-style-type: none"> Ownership of short to mid-term (1-3 years) strategy execution and operational direction in alignment with parent/corporate independent organization objectives. Decisions have a serious impact on the overall success or failure on area of accountability. Interacts with executive leadership and others concerning matters of significance to the organization.

Library Job Matching

Selecting Executive Level Matches

1 Select Career Level

1. Organization Head (CEO, Head of Organization)
2. Function Head (COO, CHRO, CIO, etc.)
3. Sub-function Head (Head of Comp & Benefits, Head of Supply Chain)

2 Determine relevant Organization Type

1. Parent
2. Subsidiary
3. Multi-Division 
4. Division  Division(s)

3 Determine Job's Geographic responsibility

1. Global
 2. Regional (Multi - Country)
 3. Country
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Library Job Matching

Executive Level Matching Example

Company Data ex. 1
Organization Type
<i>Parent/Corporate</i>

Geographic Scope of Organization
<i>Global</i>

Company Data ex. 2
Organization Type
<i>Multi-Division</i>

Geographic Scope of Organization
<i>Country</i>

2021 Job Code	2021 Job Title
GMA.01.003.E5A	Head of Organization (CEO) - Global Parent/Corporate
GMA.01.003.E4S	Head of Organization (CEO) - Global Subsidiary
GMA.01.003.E4D	Head of Organization (CEO) - Global Division(s)
GMA.01.003.E4A	Head of Organization (CEO) - Regional (Multi-Country) Parent/Corporate
GMA.01.003.E3S	Head of Organization (CEO) - Regional (Multi-Country) Subsidiary
GMA.01.003.E3D	Head of Organization (CEO) - Regional (Multi-Country) Division(s)
GMA.01.003.E3A	Head of Organization (CEO) - Country Parent/Corporate
GMA.01.003.E2S	Head of Organization (CEO) - Country Subsidiary
GMA.01.003.E2D	Head of Organization (CEO) - Country Division(s)

Mercer Job Library Executive Mapping FAQs

HOW TO MAP HEAD OF ORGANIZATION POSITION?

Determine the relevant Head of Organization **specialization**

Determine the **organization type** (Parent, Subsidiary, Multi-Division, or Division)

And the job's **geographic scope** of responsibility (Global, Regional, or Country)

And choose **job code** accordingly

HOW TO MAP HEAD OF FUNCTION POSITIONS?

Determine the relevant Head of Function **specialization**

Determine the **organization type** (Parent, Subsidiary, Multi-Division, or Division)

And the job's **geographic scope** of responsibility (Global, Regional, or Country)

And choose **job code** accordingly

HOW TO DECIDE THE CAREER LEVEL FOR SUB-FUNCTION HEADS?

Map the corresponding Head of Function first

Career level for Sub-function Head would typically be **one level below** the corresponding Head of Function

Library Job Matching

Best Practices and Reminders

- Match to the Mercer Job Library definitions and structure, not your own internal structure
- Start from the top down
- Review your job descriptions/level descriptions
- Your job matches have to be only 80% of their internal duties. Survey job descriptions are general to count for differences across organizations
- Job matching is an art not a science
- Use the Mercer Job Library booklet

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