

# **MERCER IPE**

## **INTERNATIONAL POSITION EVALUATION SYSTEM**

### **VERSION 3.1**

**System Manual**

**JANUARY 2016**



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# 1

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## Introduction

The Mercer International Position Evaluation (IPE) System is a dynamic approach to position evaluation developed and enhanced by users in cooperation with Mercer. It is built on many personnel executives' long experience in position evaluation and the base approach has been to develop an easy to use system which includes the necessary factors to compare all kinds of positions within most industries. Mercer seeks to continuously improve the system and make it relevant to the changing needs of organizations. This Manual marks the third iteration of the IPE System.

The IPE system is a point system built on four factors. These factors cover the most critical determinants of job size. An optional risk factor is available if risk of mental or physical injury is a real possibility. Each factor is set within a context which modifies and fine-tunes the evaluation of the factor. The factors and modifiers each have a set of degrees and a corresponding points weighting set. The process of evaluation simply entails selecting the appropriate degree level for each factor and modifier, determining the corresponding points value for the degree and then adding up the total points score.

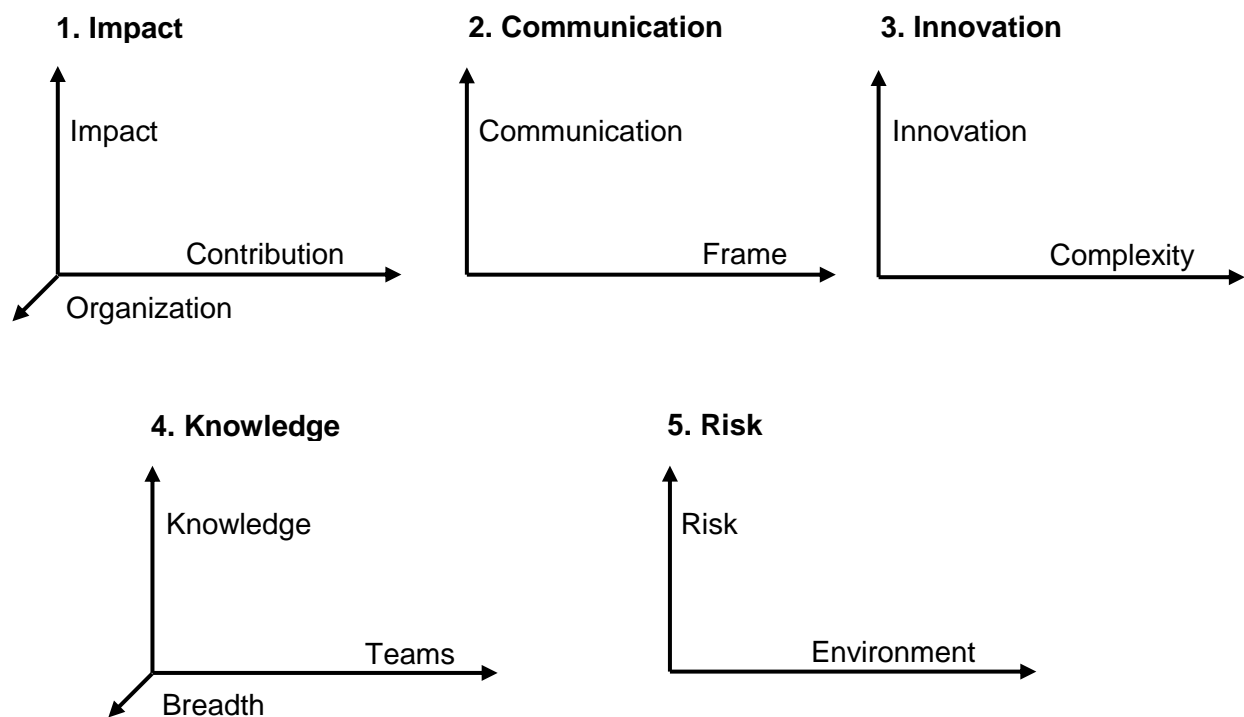
At the end of this manual is a position evaluation summary sheet. This should be used when evaluating the different positions factor by factor. The comparison of total points may be used but Mercer recommends converting the total points into "Position Classes" in accordance with the conversion table at the end of this manual. This conversion is convenient as it allows the system to be used in a more practical way as very small point distinctions can not justify differences in job size. The Position Classes are also used as the basis for comparisons in the Mercer compensation surveys.

More information on how to use the system, case examples, a position evaluation handbook, etc. can be obtained from your contact person within Mercer.

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### The IPE Factors



# 3

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## Impact

### Size of Organization

To be considered an “organization,” for the purpose of position evaluation, a business entity needs to meet three criteria. It must:

- Include at least one “primary” function, such as production, service, marketing and sales or research
- Include at least two “support” functions, such as administration, finance and/or human resources, and
- Be operational enough to produce added value

To determine the degree level for size of organization, please refer to the Size of Organization Tables (provided separately). Each country table is updated annually, in local currency, taking local inflation and exchange rate fluctuations (related to US dollar) into consideration.

Use the latest tables for comparison of evaluation results within the organization and for alignment with other companies. If your company is an IPE licensee, these tables can be downloaded from the WIN Advanced eIPE website or are available from your local Mercer contact.

### Determining Organization Size

To determine the degree level for size or organization:

1. Identify the Organization Type category that best describes the organization based on the kind of value it creates – Manufactured products (page 4), Services (page 6) or Financial asset services (see Note on page 4).
2. Determine the size multiplier by selecting the value-added activity present in the organization and add up the individual weights. A value chain step can be included in the sum of weights when the organization has dedicated staff to take care of this activity and the value-added can be measured in the final value to customers. Value chain steps that are outsourced do not add to the multiplier weight.
3. Multiply the organization's Net Sales Revenue, Cost/Budget or Assets by the multiplier value.

4. Using the Size of Organization Table, match the organization's adjusted sales revenue, cost/budget or assets to the proper range in the Economic Size Table and select the associated degree level.
5. The Number of Employees Table should be used to validate the Economic Size degree. Match the total number of full time employees and select the associated degree. If the degree derived from the number of employees is different from the degree of the economic size, simply take the average as the organization size. Always give more weight to the degree level in the Economic Size Table if rounding is required.

Note:

- For financial asset-based organizations, use a multiplier of 1.
- For insurance companies, use premium income and the services value chain to determine the size multiplier.
- For organizations with no direct measure of revenue available, use a calculated revenue number. Calculate revenue by adjusting the organizations cost/budget by a factor that reflects the industry's typical operating profit margin.
- If the organization has been in operation for less than three years, use the budgeted revenue in the third year to establish the size of the organization.

### **Products Organization – Value Chain Description**

- The following value chain activities have been identified in organizations that develop, produce, sell and service manufactured products.
- For each organization to be sized, please indicate which of the following activities are part of the scope of responsibility that adds value for the organization.

# INTERNATIONAL POSITION EVALUATION

Value Chain Step		Description	Weight	Major Steps
1	Product Development	Basic Research & Development Primary research. Typically includes basic research and development activities where the eventual product and/or market potential are unknown. Generally characterized by a relatively modest rate of success (e.g., 20% of research eventually results in new products).	4.0	
2		Applied Research & Development Product development. Includes targeted R&D activities to develop a specific new product or enhancement of an existing product where the eventual market potential is more defined. Typically includes development of preliminary product specifications and pre-production prototypes. Go-to-market decisions are generally made at this stage of development.	2.0	
3		Engineering Production design. Final engineering of production-ready specifications and manufacturing processes.	1.5	
4	Production	Procurement/ Inbound Logistics Supply. Specific function responsible for obtaining manufacturing inputs, including raw materials and intermediate manufactured products. Generally responsible for all contract negotiation, vendor management and spot market transactions. Supply management. Management of inbound materials, including delivery scheduling, transportation, warehousing and inventory management.	2.0	
5		Production Basic manufacturing. Production of intermediate or final goods from raw materials. May include intermediate manufactured products as part of the production process. Characterized by the conversion of materials to a new product with different characteristics (e.g., molding of plastic into auto parts).	2.0	
6		Application/ Assembly Assembly of previously manufactured goods for market. Includes final assembly and packaging of two or more manufactured products (e.g., assembly of auto parts into a complete automobile). May include limited intermediate finishing of inputs.	2.5	
7	Sales and Service	Marketing Independent of sales. Function responsible for internal market analysis and planning and external communications, such as public relations, advertising and marketing collateral.	1.0	
8		Sales Excluding marketing. Includes management of direct and indirect sales forces. Does not include oversight of third-party distributors.	1.5	
9		Distribution Outbound logistics. Includes warehousing and outbound transportation of goods to third-party distributors and/or final customers.	1.5	
10		Service After-sale service. Includes customer call centers and repair, service and support. Service may be offered on warranty, contract or fee-for-service basis.	2.0	

\* To calculate an organization's size: multiply its revenue by the sum of weights for the value chain steps included within the organization.

Use the result to determine the organization's Size Degree Level in the current year's *Size of Organizations Table* for the appropriate currency.

All positions in the same organization are evaluated using the same size degree level.

**Multiplier**

## Services Organization – Value Chain Description

- The following value chain activities have been identified in services organizations that provide product development, application of solutions, sales and customer service.
- For each organization to be sized, please indicate which of the following activities are part of the scope of responsibility that adds value for the organization.

Value Chain Step			Description	Weight	Major Steps
1	Product Development	Idea & Concept Origination	Intellectual capital and/or technology development. Typically includes basic research and development activities where the eventual service and/or market potential for that service are unknown.	3.0	
2		Generate Application	Service definition. Includes the development of the service that will be offered and the specifics around that service, such as tools and processes for service delivery. May also include the development of new markets for existing service lines.	2.0	
3	Operations	Apply Solutions	Delivery of solutions-based services. Generally includes idea-based services such as consulting and creative development where the customer is paying for ideas.	2.5	
4	Sales and Service	Marketing	Independent of sales. Function responsible for internal market analysis and planning and external communications, such as public relations, advertising and marketing collateral.	1.5	
5		Sales	Excluding marketing. Includes management of direct and indirect sales forces.	3.0	
6		Distribution	Physical delivery of service. Distribution of services to customers through personal contact. Includes remote contact via telephone, internet, etc. May include physical delivery of idea-based or non-idea based services. "Apply Solutions" and "Distribution" always occur concurrently (but "Distribution" may occur without "Apply Solutions").	1.5	
7		Service	Support. Includes customer call centers and post-service support.	1.5	
* To calculate an organization's size: multiply its revenue by the sum of weights for the value chain steps included within the organization. Use the result to determine the organization's Size Degree Level in the current year's Size of Organizations Table for the appropriate currency. All positions in the same organization are evaluated using the same size degree level.				Multiplier	



## INTERNATIONAL POSITION EVALUATION

The Impact factor considers the nature of a position's impact which is modified by the level of its contribution. First, determine the nature of the position's impact. Then, determine whether the level of contribution is limited, some, direct, significant or major.

		Contribution				
		1	2	3	4	5
<b>Impact</b> Nature and scope of influence a position has on its area of responsibility/operation		<b>Limited</b> Hard to identify/discern contribution to achievement of results	<b>Some</b> Easily discernible or measurable contribution that usually leads indirectly to achievement of results	<b>Direct</b> Directly and clearly influences the course of action that determines the achievement of results	<b>Significant</b> Quite marked contribution with authority of a frontline or primary nature	<b>Major</b> Predominant authority in determining the achievement of key results
1	<b>Delivery</b> Delivery according to specific standards and guidelines	Deliver own output by following defined procedures/ processes under close supervision and guidance	Deliver own output following broad framework or standards with some impact on job area	Deliver own output according to specific operational targets	Deliver own output within broad operational targets. Significant impact within job area	Deliver own output with major impact on broader operational targets in the job area
2	<b>Operational</b> Work achieves operational targets or service standards	Work to achieve objectives and deliver results with a short-term, operational focus and limited impact on others	Set and achieve day-to-day objectives that have some impact on others within the job area	Set objectives and deliver results that have direct impact on the achievement of results within the job area	Set objectives and deliver results that have a significant impact within the context of a wider operational area	Set objectives and deliver results that have a major impact within the context of a wider operational area
3	<b>Tactical</b> Specify new products, processes, standards based on organization strategy or set short- to mid-term operational plans	Provide input into new products, processes, standards or operational plans in support of the organization's business strategies, with limited impact on business unit/function overall results -- less than 10%	Provide measurable input into new products, processes, standards or operational plans in support of the organization's business strategies, with some impact on business unit/function overall results -- 10 up to 15%	Develop new products, processes, standards or operational plans in support of the organization's business strategies, with a direct impact on business unit/function overall results -- 15 up to 20%	Marked contribution to defining the direction for new products, processes, standards or operational plans based upon business strategy, with a significant mid-term impact on business unit overall results -- 20 up to 30%	Predominant authority for development of new products, processes, standards or operational plans based upon business strategy, with a major mid-term impact on business unit/function overall results -- more than 30%
4	<b>Strategic</b> Establish and implement business strategies with a longer-term focus (typically three to five years) based on the organization's vision	Provide input to a corporate business unit or organization's business strategies and results where input is limited by scope of the role -- less than 10%	Provide measurable input to a corporate business unit or organization's business strategies within limits of the role or input of others -- 10 up to 15%	Directly influences development of a corporate business unit or organization's business strategies within the context of the overall corporate strategy -- 15 up to 20%	Marked contribution to defining the business strategies of a corporate business unit or organization, but not predominant authority -- 20 up to 30%	Predominant authority for defining the business strategies of a corporate business unit or organization, influenced primarily by the vision for the organization -- more than 30%
5	<b>Visionary</b> Lead an organization to develop, implement and achieve its mission, vision and values	Lead an organization within a corporation or a corporate business unit with responsibility for influencing the organization's vision; influence is limited by strong direction from other units or headquarters	Lead an organization within a corporation or a corporate business unit with responsibility for providing strong direction regarding the organization's vision; approval of vision will ultimately exist at the corporate level	Lead an organization within a corporation or a corporate business unit with responsibility and authority for deciding on the organization's vision; vision may be influenced, in part, by corporate vision and strategy	Lead an independent organization or multiple organizations or corporate business units within a corporation; freedom to define vision and direction influenced only by direction from the board	Lead a corporation with multiple organizations or business units; create, communicate and implement mission, vision, and values for entire corporation; freedom to define vision and direction influenced only by input from the board

# 4

## Communication

This factor looks at the communication skills frequently required by the position. First, determine the most challenging type of communication in which the position holder is directly and frequently involved. Then modify the evaluation by selecting the most difficult context for this type of communication. If the communication level occurs less frequently or is only occasional, reduce the evaluation level by a half degree. If the level of communication occurs continuously, add a half degree.

		Frame			
		1	2	3	4
<b>Communication</b> Position's responsibility for communications both within and outside the organization		<b>Internal Shared Interests</b> Common desire to reach solution within a corporation	<b>External Shared Interests</b> Common desire to reach solution outside a corporation	<b>Internal Divergent Interests</b> Conflicting objectives that inhibit reaching a solution within a corporation	<b>External Divergent Interests</b> Conflicting objectives that inhibit reaching a solution outside a corporation
1	<b>Convey</b> Communicate information by statement, suggestion, gesture, or appearance	Obtain and provide information to others within the organization	Obtain and provide information to external parties	Obtain and provide information to others within the organization where tact is required to avoid conflict	Obtain and provide information to external parties where tact is required to avoid conflict
2	<b>Adapt and Exchange</b> Reach agreement through flexibility and compromise	Explain facts, practices, policies, etc. to others within the organization	Explain facts, practices, policies, etc. to external parties	Explain facts, practices, policies, etc. to others within the organization where past practices or divergent views constrain agreement	Explain facts, practices, policies, etc. to external parties where there may be skepticism or reluctance to agree
3	<b>Influence</b> Effect change without direct exercise of command where persuasion is required	Convince others within the organization where strong interest exists to accept new concepts, practices, and approaches	Convince external parties that have a desire to reach agreement to accept new concepts, practices, and approaches	Convince others within the organization that are skeptical or unwilling to accept new concepts, practices, and approaches.	Convince external parties who are skeptical or unwilling to accept new concepts, practices, and approaches
4	<b>Negotiate</b> Come to agreement by managing communications through discussions and compromise; issues are short-term operational, medium-term tactical or limited strategic nature	Convince others within the organization to accept complete proposals and programs where all parties are willing participants	Convince external parties that have a desire to reach agreement to accept complete proposal and programs	Convince others in the organization to accept complete proposals and programs where there may be little interest in cooperating or participating	Convince external parties to accept complete proposal and programs where there is little interest in cooperating or participating
5	<b>Negotiate Long Term</b> Manage communications of great importance having long-term, strategic implications for the whole organization	Reach agreement of strategic importance with others within the organization who have different points of view but a shared objective	Reach agreement of strategic importance with others outside the organization that have differing points of view but shared interests	Reach agreement of strategic importance with others within the organization who have differing perspectives and objectives	Reach agreement of strategic importance with others outside the organization who have widely differing perspectives and objectives

# 5

## Innovation

This factor looks at the level of innovation that the position requires. First, identify the level of innovation expected from the position. Then, determine the level of complexity of the innovation.

		Complexity			
		1	2	3	4
<b>Innovation</b> Identify, develop and make improvements to new ideas, techniques, procedures, services, or products		<b>Defined</b> Problems and issues to be addressed generally fall within a single job area or discipline; scope of problem is well-defined	<b>Difficult</b> Problems and issues may be only vaguely defined and require understanding and consideration of other disciplines and job areas	<b>Complex</b> Problems and issues require broad-based solutions requiring consideration of two of three dimensions - Operational, Financial <b>and</b> Human	<b>Multi-dimensional</b> Problems and issues are truly multi-dimensional requiring end-to-end solutions with direct impact on all three dimensions - Operational, Financial <b>and</b> Human
1	<b>Follow</b> Compare with a source, original, or authority; no changes are expected	Follow a set procedure in performance of repeated tasks or job activities	Follow a well established and familiar set of job activities or a job process to derive a solution	Follow a set of job activities or process, and face issues and problems that are difficult to deal with, manage, or overcome	Follow processes and face issues and problems that are difficult to deal with, manage, or overcome
2	<b>Check</b> Make minor changes	Check problems in existing systems or process	Check and correct problems that are not immediately evident in existing systems or process	Identify, define and develop solutions to issues and problems that are not immediately evident in existing systems or process	Identify, define, address and solve multi-dimensional issues and problems that are not immediately evident in existing systems or processes
3	<b>Modify</b> Adapt or enhance quality or value in existing methods; make better as part of day-to-day activities	Update or modify working methods in own role based upon defined procedures	Identify problems and update or modify working methods in own role without the benefit of defined procedures	Analyze complex issues and modify working methods in own work area	Extensively analyze complex multi-dimensional issues and modify working methods in own work area
4	<b>Improve</b> Change significantly by enhancing entire existing processes, systems or products	Significantly improve, change or adapt existing methods and techniques drawing from personal experiences and feedback	Identify problems and significantly improve, change or adapt existing methods and techniques drawing from personal experiences and feedback	Analyze complex issues and significantly improve, change or adapt existing methods and techniques	Extensively analyze complex multi-dimensional issues and significantly improve, change or adapt existing methods and techniques
5	<b>Create/Conceptualize</b> Develop truly new concepts or methods that break new ground	Create/conceptualize truly new methods, techniques and/or processes in a single job area/function	Create/conceptualize truly new methods, techniques and/or processes across job areas or functions	Analyze complex issues before creating/ conceptualizing truly new methods, techniques and/or processes across job areas or functions	Extensively analyze complex multi-dimensional issues and create/conceptualize truly new methods, techniques and/or processes across job areas or functions
6	<b>Scientific/Technical Breakthrough</b> Form and bring into existence major new or revolutionary advances in knowledge or technique	Bring together multiple concepts to define a new direction or a significant advance to products or services in a specific product/ service area	Bring together multiple concepts across job areas to define a new direction or a significant advance to products or services	Analyze complex issues and bring together multiple concepts across functions to define a new direction or a significant advance to products or services	Not Applicable

## 6

## Knowledge

This factor relates to the nature of knowledge required in a job to accomplish objectives and create value. Knowledge may be acquired through formal education and/or work experience. First specify the depth of knowledge applied and then identify whether the position holder applies the knowledge as a team member, team leader or manager of teams. Finally, ascertain the geographic and intercultural context in which that knowledge is applied.

		Teams				
		1	2	3		
Knowledge Minimum level of knowledge required to fulfill one's responsibilities		Team Member Individual contributor, no direct responsibility for leading others	Team Leader Coaches team members (at least three) in skills; leads, schedules, allocates and monitors work	Teams Manager Directs more than one team; determines team structure and roles of members		
1	<b>Limited Job Knowledge</b> Fundamental knowledge of basic work routines and standards sufficient to operate within narrow boundaries	Follow basic work routines and standards	Lead team to ensure output through implementation of basic work routines and standards	Manage and lead teams through implementation of basic work routines and standards	<b>Breadth</b> Application of knowledge	
2	<b>Basic Job Knowledge</b> Specialized knowledge of specific commercial, technical, trades, or office operations areas	Apply basic knowledge of practices and procedures for one's own position	Lead a team through application of basic knowledge of practices and procedures	Manage and lead teams through application of basic knowledge of practices and procedures	<b>Domestic</b> Locations within a country or neighboring countries with similar culture	1
3	<b>Broad Job Knowledge</b> Broader knowledge of theory and principles within a professional discipline or advanced knowledge of specific technical/operational practices	Apply broad knowledge of one professional discipline or advanced knowledge of specific technical/operational practices	Lead a team through application of broad knowledge of one job area or basic knowledge of several related job areas	Manage and lead teams through application of broad knowledge of one job area or basic knowledge of several job areas	<b>Regional</b> Continental region (e.g. Europe, Asia, North America, Latin America, Middle East)	2
4	<b>Expertise</b> Advanced/well-developed skills and knowledge within a specific professional discipline involving the integration of theory and principles with organizational practices and precedents	Apply deep knowledge of one job area or broad knowledge of several job areas	Lead a team through application of deep knowledge of one job area or broad knowledge of several job areas	Manage and lead teams through deep knowledge of one job area or broad knowledge of several job areas	<b>Global</b> All regions of the world	3

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		Teams		
		1	2	3
<b>Knowledge</b> Minimum level of knowledge required to fulfill one's responsibilities		<b>Team Member</b> Individual contributor, no direct responsibility for leading others	<b>Team Leader</b> Coaches team members (at least three) in skills; leads, schedules, allocates and monitors work	<b>Teams Manager</b> Directs more than one team; determines team structure and roles of members
5	<b>Professional Standard</b> Mastery of a specific professional discipline combining deep knowledge of theory and organizational practice or expertise across several different disciplines within a function or several different job areas across functions	Apply mastery of a specific professional discipline or broader expertise in most or all areas within a function	Lead a team through expertise in most or all areas within a function or mastery of a specific professional discipline	Manage and lead teams through expertise in most or all areas within a function
6	<b>Organization Generalist/ Functional Specialist</b> Broad management experience across several functional areas or businesses, or concentrated knowledge of a particular discipline; considered the organization's expert within a particular discipline	Apply concentrated knowledge of a particular discipline or professional standard knowledge across all job areas within a function	Lead a team through professional standard knowledge of all job areas within a function; practical experience in several functional areas or businesses, or concentrated knowledge of a particular discipline	Manage and lead teams through professional standard knowledge of all job areas within a function or practical experience in several functional areas or businesses
7	<b>Broad Practical Experience/Functional Preeminence</b> Broad and substantive management experiences across several line and support functions or businesses, or recognized outside the organization as having paramount capability in a broader discipline/area of study	Apply preeminent expertise across functions or within a broader discipline, or broad practical experience in many major functions within or across businesses	Lead a team through broad practical experience of many major functions within or across businesses, or preeminent expertise across functions or within a broader discipline	Manage and lead teams through broad practical experience in many major functions within or across businesses
8	<b>Broad and Deep Practical Experience</b> Very significant management experience in several businesses and most line and support functions combined with deep experience in one or more of the organization's most important line functions	Not Applicable	Not Applicable	Manage and lead teams through broad and deep practical experience of most functions across multiple businesses

This table is continued from above

# 7

## Risk

This factor considers the nature of risk within the context of exposure. First, determine the level of risk that the position is subject to and then determine the exposure to risk from the environment. **When positions exist under normal working conditions with low exposure to risk this factor is not required.**

		Environment		
		1	2	3
<b>Risk</b> The maximum level of mental and physical risk that the position holder is subject to under normal working conditions.		<b>Low Exposure</b> Inconvenience can occur and temporarily impacts health	<b>Moderate Exposure</b> Exposure to risk is frequent and health may be affected	<b>High Exposure</b> Constantly exposed to an environment that may be permanently harmful to one's health
<b>0</b>	<b>Normal</b> Inconvenience might occur temporarily but normally does not lead to injuries or other health constraints	Normal working conditions. Physical and/or mental work in an environment where international standards of safety apply.		
<b>1</b>	<b>Mental</b> Risk of high levels of ongoing stress and mental pressure that can affect one's health	Recurrent work under strict and tight time pressure. Threatening and hostile verbal confrontations.	Frequent occasions of long lasting work under strict and tight time pressure. Threats of political unrest.	High exposure to violence. Recurring and/or long lasting assignments in politically volatile areas.
<b>2</b>	<b>Injury</b> Risk of physical injury	Performing tasks that require a high level of vigilance as an integral part of the job in order to ensure safety and avoid injury.	Work in environments where effective counter-measures to avoid injuries are not fully possible. Possibility of violence in work area that could lead to personal injury.	Continuous work in environments where physical injury may occur as safety and security are outside the control of the organization. Frequent occurrence of violence in surrounding work area.
<b>3</b>	<b>Disability</b> Risk of physical disability or death	Work in an environment where physical disability and life-threatening accidents can occur if there is a failure to adhere to safety and security guidelines.	Work in environments where there is a real possibility of physical disability and/or life-threatening risks despite adherence to safety and security guidelines.	High exposure to the possibility of permanent disability in result of events outside one's own control. Recurring and/or long lasting assignments in areas experiencing war, terrorism or lack of law enforcement.

# 8

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## Impact (Degree Levels)

		Contribution				
		1	2	3	4	5
Impact		Limited	Some	Direct	Significant	Major
1	Delivery	1	2	3	4	5
2	Operational	4	5	6	7	8
3	Tactical	7	8	9	10	11
4	Strategic	10	11	12	13	14
5	Visionary	13	14	15	16	17

## 9

## Impact (Points Value)

			Organization																			
Impact			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Delivery	Operational	Tactical	1	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
			2	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15
			3	25	25	25	25	25	25	25	25	25	25	25	25	25	25	25	25	25	25	25
			4	37	39	41	43	45	47	49	51	53	55	57	59	61	63	65	67	69	71	78
			5	44	48	52	56	60	64	68	72	76	80	84	88	92	96	100	104	108	117	121
	Strategic	Visionary	6	56	62	68	74	80	86	92	98	104	110	116	122	128	134	140	151	162	168	174
			7	63	71	79	87	95	103	111	119	127	135	143	151	159	167	180	193	201	209	217
			8	80	89	98	107	116	125	134	143	152	161	170	179	188	202	216	230	239	248	257
			9	87	98	109	120	131	142	153	164	175	186	197	208	224	240	256	267	278	289	300
			10	104	116	128	140	152	164	176	188	200	212	224	241	258	275	292	304	316	328	340
	Visionary	Visionary	11	111	125	139	153	167	181	195	209	223	237	256	275	294	313	327	341	355	369	383
			12	128	144	160	176	192	208	224	240	256	277	298	319	340	361	377	393	409	425	441
			13	135	153	171	189	207	225	243	261	284	307	330	353	376	394	412	430	448	466	484
			14	147	167	187	207	227	247	267	292	317	342	367	392	417	437	457	477	497	517	537
			15	155	177	199	221	243	265	292	319	346	373	395	422	449	471	493	515	537	559	581
			16	168	192	216	240	264	293	322	351	380	409	438	467	491	515	539	563	587	611	635
			17	176	202	228	254	285	316	347	378	409	440	471	497	523	549	575	601	627	653	679



# 10

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## Communication (Points Value)

		Frame			
		1	2	3	4
Communication		Internal Shared Interests	External Shared Interests	Internal Divergent Interests	External Divergent Interests
1	Convey	10	25	30	45
2	Adapt and Exchange	25	40	45	60
3	Influence	40	55	60	75
4	Negotiate	55	75	80	100
5	Negotiate Long Term	70	90	95	115

# 11

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## Innovation (Points Value)

		Complexity			
		1	2	3	4
Innovation		Defined	Difficult	Complex	Multi-dimensional
1	Follow	10	15	20	25
2	Check	25	30	35	40
3	Modify	40	45	50	55
4	Improve	65	70	75	80
5	Create/Conceptualize	90	95	100	105
6	Scientific/Technical Breakthrough	115	120	125	130

# 12

## Knowledge (Points Value)

		Team Member			Team Leader			Teams Manager		
		1 / 1	1 / 2	1 / 3	2 / 1	2 / 2	2 / 3	3 / 1	3 / 2	3 / 3
Knowledge		Domestic	Regional	Global	Domestic	Regional	Global	Domestic	Regional	Global
1	Limited Job Knowledge	15	25	35	50	60	70	75	85	95
2	Basic Job Knowledge	30	40	50	65	75	85	90	100	110
3	Broad Job Knowledge	60	70	80	95	105	115	120	130	140
4	Expertise	90	100	110	125	135	145	150	160	170
5	Professional Standard	113	123	133	148	158	168	173	183	193
6	Organizational Generalist/ Functional Specialist	135	145	155	170	180	190	195	205	215
7	Broad Practical Experience/ Functional Preeminence	158	168	178	193	203	213	218	228	238
8	Broad and Deep Practical Experience	180	190	200	215	225	235	240	250	260

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## Risk (Points Value)

		Environment		
		1	2	3
Risk		Low Exposure	Medium Exposure	High Exposure
0	Normal	0		
1	Mental	5	10	15
2	Injury	15	20	25
3	Disability	25	30	35

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## Position Class Conversion

Total points range	Position Class
26 - 50	40
51 - 75	41
76 - 100	42
101 - 125	43
126 - 150	44
151 - 175	45
176 - 200	46
201 - 225	47
226 - 250	48
251 - 275	49
276 - 300	50
301 - 325	51
326 - 350	52
351 - 375	53
376 - 400	54
401 - 425	55

Total points range	Position Class
426 - 450	56
451 - 475	57
476 - 500	58
501 - 525	59
526 - 550	60
551 - 575	61
576 - 600	62
601 - 625	63
626 - 650	64
651 - 675	65
676 - 700	66
701 - 725	67
726 - 750	68
751 - 775	69
776 - 800	70
801 - 825	71

Total points range	Position Class
826 - 850	72
851 - 875	73
876 - 900	74
901 - 925	75
926 - 950	76
951 - 975	77
976 - 1000	78
1001 - 1025	79
1026 - 1050	80
1051 - 1075	81
1076 - 1100	82
1101 - 1125	83
1126 - 1150	84
1151 - 1175	85
1176 - 1200	86
1201 - 1225	87

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## Position Evaluation Summary

Date:													
Company:						Evaluated by:				Evaluation checked by:			
Position Title													
Incumbent													
		Degree	Points	Degree	Points	Degree	Points	Degree	Points	Degree	Points	Degree	Points
1	Size												
	Impact												
	Contribution												
2	Communication												
	Frame												
3	Innovation												
	Complexity												
4	Knowledge												
	Teams												
	Breadth												
5	Risk												
	Environment												
Total Points													
Position Class													
Comments													

Argentina	Mexico
Australia	Netherlands
Austria	New Zealand
Belgium	Norway
Brazil	Peru
Canada	Philippines
Chile	Poland
China	Portugal
Columbia	Saudi Arabia
Czech Republic	Singapore
Denmark	South Korea
Finland	Spain
France	Sweden
Germany	Switzerland
Hong Kong	Taiwan
India	Thailand
Indonesia	Turkey
Ireland	United Arab Emirates
Italy	United Kingdom
Japan	United States
Malaysia	Venezuela

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