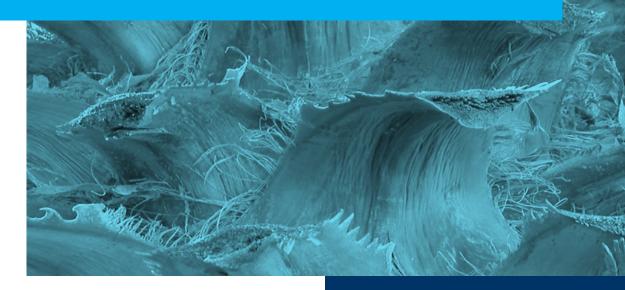
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"Organization Design & Job Profiling"

A global approach to organisational renewal and design



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March 2014
Page 2

Global growth and business strategies require a comprehensive view on organisational transformation



BUSINESS STRATEGY

Move from a regional to a global customer driven growth strategy

CHANGE & LEADERSHIP

Change process will be driven by global executive team and involve managers at all levels. Mission, vision, values and leadership framework need to be adapted.

ORGANISATION & HR

Typical projects: organisational design & governance, skills & competencies modeling, talent management, performance management, job profiling & grading, executive development, building a corporate academy

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March 2014 Page 3

The organisational renewal needs to consider multiple dimensions of the organisational transformation process

ORGANISATION & HR

Learning and capability transfer

Building the corporate academy; providing knowledge, tools, and training to help employees operate effectively in the new environment.

Workforce transition

Planning and executing a smooth transition that increases benefits without disrupting productivity.

Talent & performance management

Developing HR strategies, programmes, and practices that align with and proactively address the organisation's changing talent and performance requirements.

Organisational design and governance

Aligning all organisation units to create efficiencies, improve effectiveness and build capabilities.



Focus of the project outline at hand

CHANGE & LEADERSHIP

People risk and impact management

Understanding the people-related risks of transformation and developing formal plans to help manage the impact.

Leadership alignment and stakeholder engagement

Having people with authority, power, and influence visibly lead the change; engaging as many stakeholders as possible.

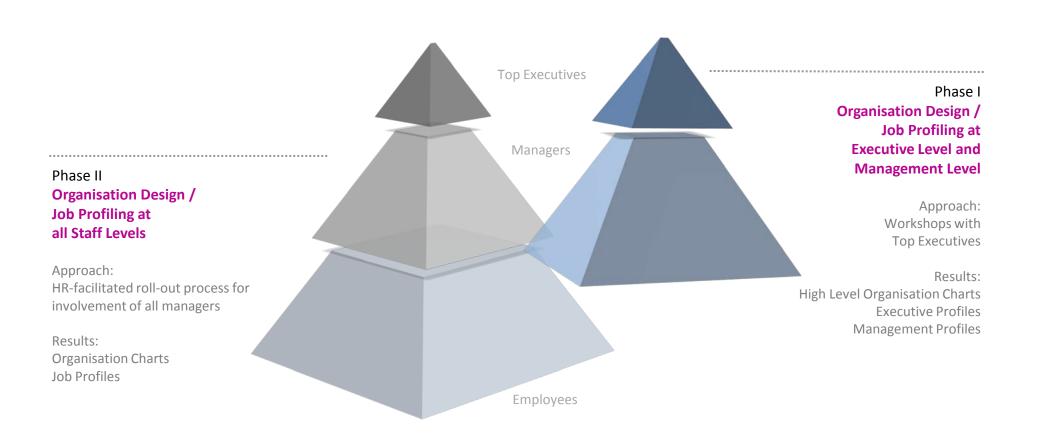
Communications

Engaging employees, managers, leaders, and external stakeholders through compelling communications.

Culture

Aligning individuals' beliefs with corporate values and providing supporting procedures and infrastructure to help drive the desired behaviours.

The project outline at hand focuses on the future organisation structure design resulting in detailed job profiles for the entire global organisation



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March 2014 Page 5

We propose a six steps process cascading down the initial organisational visions to detailed structures and role profiles (job descriptions)



Consolidation & Validation

Define, monitor and support the consolidation and validation of all organisation charts and job profiles

Training & Roll-out

Develop and conduct a train-the-trainer program for global HR and support the local roll-out processes on demand

Roll-out Design

Develop a global roll-out concept for HR-facilitated job profiling for the jobs of employees within the individual organisation units



4

Phase II: Employee/Staff Level

(1

Planning & Preparation

Set up the project office, agree the methodological approach, customize the tool-kit and coordinate the overall project schedule

2

Organisation Profiling

Describe the future governance structure and job profiles for the management of business units, shared services functions and corporate functions

(3

Consolidation & Validation

Consolidate, review and approve the global organisation structures with their executive and management profiles

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March 2014 Page 6

PHASE II Planning & Organisation Consolidation & Roll-out Training & Consolidation & Profiling Validation Design Roll-out Validation

Project Tasks

- » Set-up project office and core team
- » Clarify project objectives and key stakeholder expectations
- » Conduct as-is analysis of governance and organisation structures
- » Clarify value chain and service delivery model
- » Clarify strategic and organisational renewal objectives
- » Analyse key drivers and success factors of the intended organisational renewal
- » Customize process, method and tools for organisational visioning and detailed job profiling through a series of top executive workshops
- » Review role profile administration solution of HR-IS
- » Option: Design and implement a web-based data gathering tool for the requested organisational visioning and job profiling
- » Schedule and coordinate top executive workshops

- » Common understanding of project approach
- » Common understanding of Wacom's future value chain, service delivery model, target organisation and key drivers for change
- Description of process, methods and tools for organisational visioning and detailed job profiling (phase I)
- » Detailed workshop schedule for phase I

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March 2014 Page 7

PHASE II Planning & Organisation Consolidation & Roll-out Design Training & Consolidation & Validation Profiling Validation

Project Tasks

- » Briefly describe the key drivers and success factors for the organisational renewal
- » Briefly describe the future service delivery model
- » Briefly describe the key design principles and changes for the future organisation
- » Draft the organisation chart with the leadership structure
- » Draft detailed role profiles (job decriptions) for the top executive and management positions, including
 - mission
 - key accountabilities
 - duty statements
 - performance standards
 - skill & competency requirements
- » Accompanying data administration

- » Draft organisation charts for business units, shared service functions and corporate functions
- » Detailed role profiles (job descriptions) for top executive and management positions
- Option: Job Evaluation and Job Grading based on Baumgartner Global Job Grading System (GJPS)



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March 2014 Page 8

PHASE II Planning & Organisation Profiling Consolidation & Roll-out Design Roll-out Roll-out Roll-out Nation & Validation

Project Tasks

- » Review organisation structures and job profiles within global HR management team
- » Review organisation structures and job profiles with "process organisation team"
- » Coordinate requested adjustments
- » Get approval of organisation structures and role profiles by executive board / top executive team

- » Approved organisation charts for business units, shared service functions and corporate functions
- » Approved role profiles (job descriptions) for top executive and management positions
- » (Option: approved job evaluation / job grading)



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March 2014 Page 9

PHASE II Planning & Organisation Consolidation & Roll-out Design Profiling Validation PHASE II Consolidation & Consolidation & Consolidation & Validation

Project Tasks

- » Customise the approved process, methods and tools for organisation visioning and detailed job profiling to the next organisation level:
 - gathering input from managers
 - facilitated by global/local HR teams
 - Option: supported by local consultants from our global Baumgartner network on demand
- » Define a roll-out package, including
 - workshop guidelines
 - superordinate organisation charts and role profiles
 - data gathering templates / software access
- » Develop a training concept for the global/local HR teams who will facilitate the roll-out process

- » Complete roll-out package for HR-facilitated job profiling, including
 - workshop guidelines
 - superordinate organisation charts and role profiles
 - data gathering templates / software access

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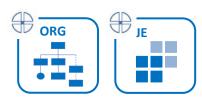
March 2014 Page 10

PHASE II Planning & Organisation Profiling Consolidation & Roll-out Preparation Profiling Consolidation & Roll-out Profiling Validation Phase II Training & Consolidation & Validation

Project Tasks

- » Conduct an effective "live training session" for regional/local HR facilitators within the various regions
- » Conduct HR-facilitated workshops for organisation visioning and detailed job profiling of the jobs of all employees; describing the positions'
 - mission
 - key accountabilities
 - duty statements
 - performance standards
 - skill & competency requirements
- » Accompanying data administration

- » Common understanding of approach, methods and tools
- » Detailed role profiles (job descriptions) for the jobs of employees
- » Option: Job Evaluation and Job Grading based on Baumgartner Global Job Grading System (GJPS)



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March 2014 **Page 11**



Project Tasks

- » Review organisation structures and job profiles within global HR management team
- » Coordinate eventually requested adjustments
- » Get approval of organisation structures and role profiles by executive board / top executive team

- » Approved role profiles (job descriptions) for the jobs of all employees
- » (Option: approved job evaluation / job grading)



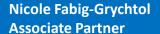
A Global Approach to **Job Profiling & Job Grading**

March 2014 **Page 12**

Your Contacts







Consulting focus:

- Corporate Governance & Control Systems
- Leadership & Appraisal Processes & Tools
- Job Profiling & Job Grading
- Skills & Competency Modeling



Ralf Hendrik Kleb Managing Partner

Consulting focus:

- HR Strategy & Organisation
- Integrated Talent & Performance Management
- Career Architecture Design
- Job Profiling & Job Grading
- Skills & Competency Modeling