

FAQ

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Frequently asked questions

1

How has the job description sample been created?

The sample has been created during workshops organized by the negotiation team (composed of union's and banks representatives). It comprises a non-exhaustive list covering the main functions. These jobs are the most represented within the different banking institutions (source: KPMG remuneration survey 2017).

How have the jobs been weighted?

2

They have been weighted by the negotiation team and specialised consultants in order to ensure the neutrality of the exercise and proper application of a proven methodology. In addition, a global consistency review has been performed and validated.

3

Who has chosen the evaluation criteria?

A job grading methodology has been selected by the negotiation team. This methodology has been adapted in order to enable the implementation of a grading system within banking institutions.

How can I be sure that the grading process has been fairly treated?

4

The methodology has been developed in order to guarantee neutrality and quick user adoption. An internal consistency review will have to be performed by each banking institution during the implementation exercise to ensure 100 percent equality in each job grading.



5

What to do if my job description does not fully correspond to the job described in the provided example of job descriptions?

This is a sample of job description examples. Only the main responsibilities and tasks are listed and this is therefore normal to have difference between banks depending on activities, size, number of employees, etc.. Those job descriptions examples will help banks to create their own weighting in their own institution.

6

What needs to be done in case the holder of the job is identified working on a number of other tasks/areas and/or if his/her level of responsibility is going beyond what is listed in his/her job description?

A job description is a summary of the main roles, responsibilities and prerequisites needed to fulfil a role. Generally speaking, it includes about 80% of the allocated tasks at several positions having a comparable range. Therefore, it is acceptable to work on other tasks not included in the job description. The grading is based on the job and not on the job holder. Therefore, it is necessary to take into consideration and evaluate those additional roles and responsibilities through performance reviews.

7

What is the correlation between old groups (1 to 6) and the new ones (A to D)?

New groups (A to D) have been created following workshops and various discussions by the negotiation team. These groups have been defined based on objective criteria. An appropriate and equitable treatment has been applied (linearity among different levels, four groups of four points each). Therefore, the new groups are independent and there is no possible correlation between the old and the new system.

8

How will you deal with the criterion « Team management, coordination and expertise »?

This criterion must be understood as the one recognising the expertise needed to work in this position when the employee has no direct functional supervision. This criterion allows to enhance the coordination of resources in the scope of projects/tasks (short- to long-term). If a job position combines a hierarchical supervision with a level of expertise, it needs to be adjusted upward with the grading result (+1 point).

9

If a job is highly complex but does not require any supervision responsibility, will it automatically get fewer points than a Team Leader position?

The criterion « Team management, coordination and expertise » helps to recognise the expertise as well as the functional or direct supervision.



10

How will you weight the « Knowledge » criterion when there is a difference between the real academic diploma and the one stated in the job description?

The relevant professional experience for the job will be taken into account. The different levels for the « Knowledge » criterion include a « and/or » statement between the required academic diploma and the required experience in order to show that if the diploma level will not match, the years of experience will be favoured during the grading exercise.

11

If a job position has a different impact in the decision-making process than the one described in the job description, how will this be taken into account?

Each job position is specific to its bank. Each bank will internally perform its job grading exercise and evaluate, throughout to the matrix, the weight to be allocated to the « Impact » criterion and therefore the level to be assigned to this criterion. This is applicable for every criterion.

12

Who will be affected with this job grading?

Each employee previously concerned with the banking bargaining collective agreement based on his/her job description will be affected by this job grading exercise. In addition, the exercise will impact all new hires as from the implementation of the new banking bargaining collective agreement.

Are only the diplomas taken into consideration?

13

Only required factors to be able to work in that position are taken into account, even if the holder's skills are higher than the position requirements. For instance, a « Financial Accounting Agent » won't receive a higher grading if the job holder has a PhD since a "A level +2" is needed.

14

My salary is lower than the group minimum in which my job position has been classified, will my salary be reassessed?

Yes, your salary has to be reassessed and adjusted to the group starting amount.





15

My job has changed since the job grading exercise. Could it be reassessed?

If the additional responsibilities represent a permanent and relevant change in the role, the job position has to be reassessed.

16

Since my job position has been evaluated, I have a new job position. How does it work?

The new job position should have a new job description and a new grading. If it is not the case, the bank will grade the new job position.

17

How can I know whether my job grading and my group are correct?

Each bank will have to work on the job grading exercise following the same methodology, and transparent and objective criteria. Each job position will be evaluated and an internal consistency review will be performed in order to compare the different positions within the same business line/department, and ensure the consistency and that the fair treatment is met to each position.

18

My job position corresponds to a job description example but is classified in a lower group than the one indicated on it; how is that possible?

Each job position is specific to the bank. Each bank will internally perform its job grading exercise and evaluate, throughout to the matrix, the weight to be allocated to each criterion.





19

What will happen if I am asked to temporarily perform additional tasks that require a different responsibility level?

If the fulfillment of those tasks happens in the scope of a replacement or during an increase in activities, meaning promptly and temporarily, this will not be taken into account in the grading, and the job position will not be reassessed. Only significant changes will be taken into consideration. Such additional kind of task and responsibility would have to be taken into account in a performance review process.

20

I have noticed that my job position has obtained a different result in another market bank, why is that so?

A job position having a similar title in different institutions does not mean that the roles and responsibilities are the same (depending on the department size, hierarchical models, jobs, etc.). Therefore, it is indeed possible that the group positioning is different.

21

The job descriptions seem to be a critical factor in the job grading. Would there be transparency in that area?

Job descriptions will have to be created and/or updated in order to ensure that they correctly reflect the current roles and responsibilities. The job grading exercise would need to be realised on this basis.

22

What to do in case of a disagreement with the job grading?

The job holder would be able to contact his/her HR department and/or staff delegation to get clarification about his/her job positioning. An appeal would also be possible.



23 Is the job grading a one-off or a regular exercise?

After the initial job grading exercise, the process will remain applicable. Each new evaluation will be done in case of any significant change in the job position, based on reasoned and justified discussions, and in order to evaluate new roles and/or reclassify existing roles that have undergone a change.

24 Can we ensure that none of the job holders will be « downgraded » following the job grading exercise?

There is no correlation table between the last and the new groups since the job grading methodology follows different criteria. The positioning in the new groups will be done in an objective, fair and neutral way.

No decline in remuneration will happen following the job grading process since the acquired rights warranty has been validated by the negotiation team during the establishment of the new system.

25 Why is employee performance not included in the exercise?

Only required factors to be able to work in a particular position are taken into account; the focus is not to evaluate the job holder as a person. During a job position analysis, it is assumed that the job holder performs his/her tasks at the expected required level. The individual performance of the job holder will be evaluated during the performance review process framework.

26 Who will be in charge of the job grading exercise within my bank?

Each bank will determine who will be participating in the workshops. This exercise will certainly be conducted by the HR department.

