

## Client Stories

### Career ladder model for professional staff

#### Situation

The world-leading manufacturer of medical devices for treating cancer with radiotherapy and radio surgery has its international headquarters in Switzerland covering Europe, Africa, the Middle East and the CIS. In 2005, the company wanted to promote career progression and develop new remuneration programs to retain its professional staff. Approximately 600 highly qualified engineers, technicians and medical specialists were concerned. CRH was appointed to find a solution.

#### Solution

After a thorough assessment of the company's organization, values and culture, CRH proposed to create job families, design a job evaluation scheme and a career ladder model.

Working with management teams, CRH first established standard position descriptions detailing job requirements from the entry-level to the most senior positions for every business division, thus creating homogenous job families.

CRH then developed a point based job evaluation scheme based on factors. Standard position descriptions, covering a wide range of jobs across all business divisions and support functions were established to validate the job evaluation scheme.

A career ladder pilot was run in one of the company's divisions covering six business units and 350 employees. Using job families, CRH developed career progression criteria within each business unit as well as across the whole division.

#### Result

In 5 months the company had a new job evaluation scheme and professional career ladder framework. The main benefits were:

1. Job families for professional staff in all business divisions
2. Consistent criteria to grade professional positions
3. Clear career progression and professional development standards
4. A platform to develop competitive remuneration programs to retain employees