



Deloitte Job Evaluation System  
Bringing clarity to your organizational  
structure

# Bringing clarity to your organizational structure

Organizations grow and evolve over time to meet changing business demands. Yet this growth can obscure a clear view of your organizational structure. Understanding your organization is essential to architect it for future success.

The Job Evaluation System (JES) is a gender-neutral, points-based and structured methodology that evaluates each position and maps it to a responsibility scale. The result is a clear, objective view of your organization's current state and how it's structured.

## The Foundations of the JES Methodology

JES is built on 3 interconnected dimensions:

### 1. The Organizational Dimension:

This dimension examines organization's expectations, complexity, expected results assigned to the role as well as how much autonomy and decision-making power the job holder has.

### 2. The Job Holder Dimension

This dimension focuses on the required competencies for the role, including technical skills, professional knowledge, behavioral capabilities and maturity.

### 3. The Environmental Dimension:

This dimension analyzes the contextual factors that shape the position's environment and impact the importance of achieving objectives.

## Positioning the Role Within the Organization

JES places each role within its functional area & connects each functional area to the overall organizational context. A JES job evaluation begins with understanding the business model and how each domain creates value. The aim is dual: to establish responsibility levels and to create a documented, structured evaluation framework.

Analyzing JES evaluations **across reporting lines** additionally reveals managerial capacity, structural bottlenecks, and succession readiness, enabling better succession planning and organizational development.

## A Distinctive Approach to Economic Scope

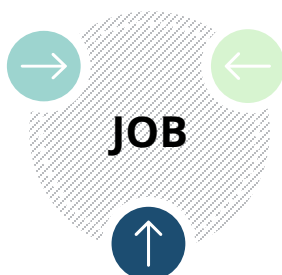
In Deloitte's JES methodology, the Economic Scope guidance represents the job's contribution to its functional area's value creation. This approach (allocating the area's total value across all positions) makes sure that the scope of financial and human resources have similar evaluation levels, without affecting the overall job evaluation.

## Managing Interactions Between Dimensions

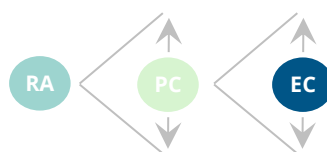
JES evaluates dimensions & criteria as an integrated system. For each criterion level, JES establishes what combinations are realistic for the other ones.

Organizational Dimension

Job Holder Dimension



Environmental Dimension



This framework:

- Ensures evaluators select realistic combinations
- Prevents inconsistent or extreme evaluations
- Makes the evaluation process clear & verifiable

## The Benefits of a solid Job Classification

**Compliance with the EU Pay Transparency Directive** by establishing, an objective, gender neutral job classification based on all mandatory criteria. Our Job Evaluation System is **fully EU compliant**.

**Rewards & Compensation** – Create a sustainable, objective foundation for compensation decisions based on role responsibility and market competitiveness, ensuring equitable pay practices

**Talent Management** – Identify and develop talent by clarifying role expectations and required competencies, enabling targeted development and succession identification

**Career Development** – Enable employees to understand their career progression opportunities and growth pathways across vertical and horizontal roles within the organization



## The Strengths of the JES Methodology

### Alignment with Existing Job Evaluation Methodologies

JES aligns with multiple commonly used job evaluation methodologies in the market through a correlation matrix, enabling organisations to change classification methods without full reimplementation and link salary benchmarks from leading providers.

### Points and Levels Approach

JES uses a linear points scale with "Deloitte Levels" (A–O) to create clear, consistent position groupings.

### Simplicity and Flexibility

JES balances a structured methodology with the flexibility modern and agile organizations need. The methodology is designed for HR teams to own & operate, building sustainable evaluation capability that allows for independent use after implementation.

### Compliance

Our Job Evaluation System is **fully EU compliant** and can be easily legally defended towards your workers' representatives.

## Meet our experts



### Francis Spillebeen

Total Rewards Expert

[fspillebeen@deloitte.com](mailto:fspillebeen@deloitte.com)

+ 32 9 393 75 81



### Ellen Vanhalewyn

Total Rewards Expert

[ellvanhalewyn@deloitte.com](mailto:ellvanhalewyn@deloitte.com)

+ 32 2 595 04 88