

1. Organization & Workplace	
1.4. Grade & Title Policy	
Owner	People & Organization
Approved By	CPO, CFO, CEO
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1.4. Grade & Title Policy

A **simple** yet **comprehensive** grading architecture for stacking jobs as per the value they drive for business whilst enabling growth opportunities despite a lean structure for leader/expert paths and holistic criteria to eliminate bias and improve transparency.

Features

1.4.1. Grades

- 1.4.1.1 Jazz's grading architecture is structured around six job levels beneath CEO i.e. L1 to L6.
- 1.4.1.2 Leadership roles are defined at job grade Level L3. For business reasons some regional roles may be required to assume a supervisory role at job grade Level L2.
- 1.4.1.3 In order to allow enriched career experience and growth, grade levels sufficiently enable parallel expert and leadership paths.
- 1.4.1.4 Job Grades determination for new job role/headcount will follow an independent external assessment coupled with internal data points in connection to business context, org design and already existing similar internal roles for decision relevant to organizational perspective.
- 1.4.1.5 Internal criteria for placing a role in a particular job grade will follow certain descriptors. *(details in annexure)*

1.4.2. Titles

- 1.4.2.1 The job titling nomenclature follows a standard approach for leadership and expert paths, whereby titles depict the actual role responsibilities and are aligned with respective divisional/departmental heads.

Job Grades	Managerial Track (People Leaders)	Expert Track (Individual Contributors)
L5/L6	Chief	
L4/L5	Head	Principal Consultant
L3/L4	Head/Stream Head	Advisor/Strategist
L2/L3	Manager/Lead	Expert/Partner
L1		Specialist/Analyst

- 1.4.2.2 For business requirements, the front-line roles may follow a different titling convention as deemed fit by business and approved by respective HOD in consultation with People & Organization. (e.g. Area Sales Manager, Territory Sales Supervisor, Business Consultant etc.)

Useful Notes

- A people leader can supervise individual contributors sitting at the same grade level.
- An intra grade reporting within the managerial track is discouraged.
- The expert track allows growth up to grade level L4.

Annexure: Grading Descriptors

The criteria for placing a role in a job grade will encompass following key dimensions:

Managerial Track (People Leaders)

Managerial Track	L6	L5	L4	L3	L2
Impact	-Business Unit heads responsible for defining the business strategy of the unit with a strategic focus (3-5 yrs) -Revenue growth accountability annually OR potential revenue growth	-Functional heads directly influencing the development of divisional strategy in the context of org strategy -Revenue growth accountability annually OR potential revenue growth	-Functional/Stream head responsible for developing new products, process, standards or operational plans (Tactical) -Revenue growth accountability annually OR potential revenue growth	-Execute results that have direct impact on the achievement of functional plans (Operational) -Revenue growth accountability annually OR potential revenue growth	-Easily measurable day to day contribution that leads indirectly to achievement of functional results -Revenue growth accountability annually OR potential revenue growth
Knowledge & Experience	-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 -18+ years of experience	-Broad management experiences across several functional areas or concentrated knowledge of a particular discipline, considered the organization's expert within a particular discipline -15+ Years of Experience	-Mastery of specific professional discipline combining deep knowledge of theory and organizational practice or expertise across several different disciplines within a function -10+ Years of Experience	Well-developed skills and knowledge within a specific professional discipline involving the integration of theory and principles with organizational practices -7+ Years of Experience	-Specialized knowledge of specific functional area -3+ Years of Experience
Communication	Communication of strategic importance with others Inside/outside the organization who may have differing perspectives and objectives – long term organizational implications	Managing complex communications through discussions and compromise. Issues are of medium-term tactical or limited strategic nature	Ability to influence others to accept complete proposals and programs. Issues are medium term tactical in nature	Effect change without direct exercise of command where persuasion is required. Issues are usually operational in nature.	Explain facts, practices, policies to stakeholders. Limited degree of influence is expected with matters recurring in nature
Problem Solving & Innovation	Extensively analyze complex multidimensional issues and create/ conceptualize truly new methods, techniques and/or processes. Decision making impacts all three dimensions – Ops, financial and people	-Analyze complex issues and significantly improve, change or adapt existing methods and techniques -Problems and issues require broad based solutions requiring considerations of at least two of three dimensions – Ops, Fin and Human	-Analyze complex issues and modify working methods in own work area -Problems and issues require tactical solutions requiring impacting at least two of three dimensions – Ops, Fin and Human	Identify, define and develop solutions to issues and problems that are not immediately evident in existing systems or process	Check and correct problems in existing systems or processes. Problems are difficult or already defined but not complex. Analysis in not expected
Team Management	-Avg. Span of Control: 6 - 8 -Directs more than one team (manager of managers) -Determines team structure and roles	-Avg. Span of Control: 4-6 -Leads multiple people leaders -Directs more than 01 work stream	-Avg. Span of Control: 3-4 -Directs 1 or more work stream -Coaches team members (at least three)	-Avg. Span of Control: 2 -Single focused work stream -Leads, schedules, allocates, and monitors work	-Avg. Span of Control: 1 -Supervises entrants

Expert Track (Individual Contributors)

Expert Track	L4	L3	L2	L1
Impact	-Recommending tactical strategies and plans with direct impact on results in a specific work discipline	-Developing products, processes, standards or operational plans with indirect impact on functional results	-Operational delivery -Policy implementation and achievement of operational results	-Routinized work standards -Deliver own output following defined framework / standards
Knowledge & Experience	-Functional expert who can design, or deliver products, processes, programs and policies using specialized (and tested) knowledge and skills -10+ Years of Experience	-Specialized hands-on professional with advanced skills in the respective discipline -7+ Years of Experience	-Manage projects or processes with limited oversight from manager -3+ Years of Experience	-Fundamental knowledge of basic work routines and standards sufficient to operate within narrow boundaries. -0-2 years of experience
Communication	-Ability to explain complete proposals and programs to stakeholders and extend advisory on complex issues in the respective work discipline	-Ability to communicate and influence leaders on topics pertaining to core discipline	-Effectively exchange information to ensure tasks are being followed as per instructions with an expectation of proactive value addition to improve delivery	-Obtain and provide information under well-established frameworks
Problem Solving & Innovation	-Handle complex and multi-dimensional. Problems often requiring extensive research and analysis -Breakthrough ideas expected which can become a competitive edge	-Problems faced are difficult to moderately complex. -Resolve, modify or improve by using and enhancing existing processes, systems and/ or products. -Bring new ideas and feedback on older ones for improved resolution	-Problems faced can be difficult or established -Identify solutions from existing frameworks with limited improvisation in alignment with the leader	-Follow a well-established and familiar set of job activities or a job process to derive a solution

