

Build with purpose

The market is not guessed. It is read — and you decide on what you know.

WHAT THIS IS ABOUT

Your pay structure is solid and documented — but it does not tell you whether you are paying below market, above market, or precisely where you need to be to attract and retain the right people.

IN THIS BROCHURE YOU'LL DISCOVER

- 1 how to verify whether your pay structure is competitive against the actual market — not against your assumptions
- 2 what position each grade in your pay structure occupies within the real market distribution: below the median, at the median, or above it
- 3 how documented processes and role-aligned indicators make competitiveness an organisational property — independent of staff turnover
- 4 how to assess candidate fit against the genuine criteria of the role and build a shortlist ranked by compatibility score, not by impression
- 5 why clarity in your pay positioning unlocks access to strategic scenario modelling — and to decisions tested before they are made

VERSIUNEA ONLINE

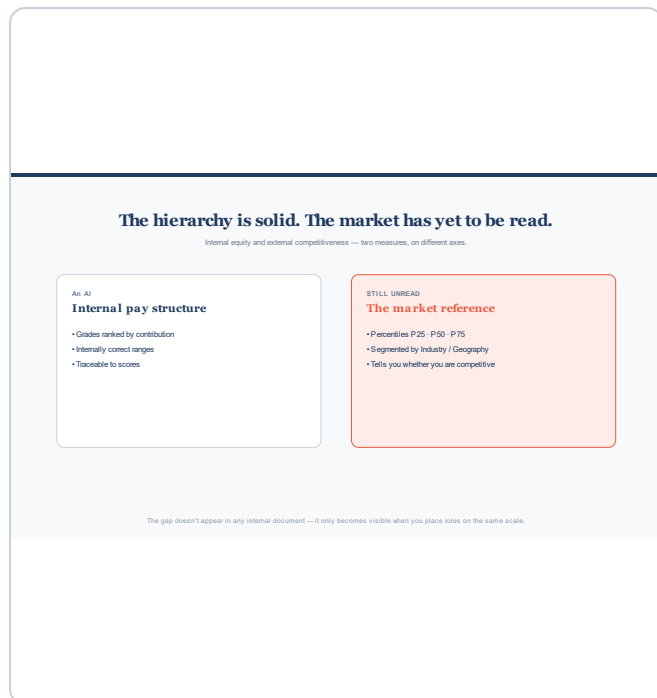
Scanează pentru broșura interactivă — cu voce, film și grafice care se ivesc la scroll.



01

The hierarchy is solid. The market, still unread.

Your internal pay structure ranks roles by contribution — that much is already in the document. What it cannot tell you is whether your pay bands are competitive against what the market actually pays for the same roles. Without that external read, compensation decisions rest on assumption.



- An internal pay structure and a market reference are two distinct measurements, on two different axes.
- An internally sound pay band can be uncompetitive in the market at the same time — or the reverse.
- The gap relative to the market is not visible from the internal structure; it is calculated through comparison.

IN DEPTH

Your internal pay structure tells you that the Procurement Specialist role sits in Grade 3, and that Grade 3 runs between X and Y — but it does not tell you that the market pays equivalent roles 15% above your upper boundary. Both pieces of information coexist; one without the other makes sound decisions difficult.

Internal equity and external competitiveness are independent properties — you can have both, or only one.

A market gap does not appear in any internal document, however well constructed. It exists in the space between your pay band and the external reference — and only becomes visible when you place them on the same scale, grade by grade.

Before you can decide, you need to know precisely what you are measuring — and on what data your market comparison rests.

02

Your pay structure meets the market. Benchmarks become numbers.

Decalajul există — întrebarea e cum îl măsoară, pe ce date și la ce nivel de detaliu.

The salary positioning report compares each grade in your pay structure against market references for equivalent roles — and produces, for each grade, your position relative to the market distribution: below the median, at the median, or above it.

- The comparison is made grade by grade, not against your organisation's average.
- The market reference is segmented by industry, company size, and geography — not a generic average.
- The output shows your position across the market distribution, not merely the distance from a single benchmark.
- Role-level performance indicators connect pay competitiveness to the expected performance of each position.

IN DEPTH

"Grade by grade" means that if you have five grades, you receive five distinct comparisons. Grade 2 may sit at P60 relative to the market; Grade 4 at P35 — the gaps are not uniform and do not offset one another. An organisation-wide average would conceal precisely this variation.

Segmentation of the market reference matters: an "HR Specialist" at P50 in financial services in one major city is a different number from the same role in manufacturing in another. An unsegmented reference produces a comparison that does not apply to your specific situation.

Where you sit on the distribution — P25, P50, P75 — tells you more than a single reference point ever could: it tells you which segment of the market you occupy, and how many employers you are above or below. Choosing to position at P50 or P75 is a strategic decision. The report gives you the foundation; the decision remains yours.

Performance indicators by role connect pay competitiveness to what you actually expect from the position. Where a role carries high-impact indicators, positioning below P50 produces a quantifiable retention risk — not an assumption that "good people leave."

Your structure enters comparison. The market becomes a number.			
Each grade, benchmarked against the market distribution for equivalent roles — grade by grade.			
GRADE	Internal interval	Market position	Signal
Grade 4 (coordination)	Internally defined	at P60	competitive
Grade 3 (specialists)	Internally defined	at P50	at the median
Grade 2 (analysts)	Internally defined	below P25	retention risk

Distribution Position (P25 - P50 - P75) — not distance from a single benchmark.

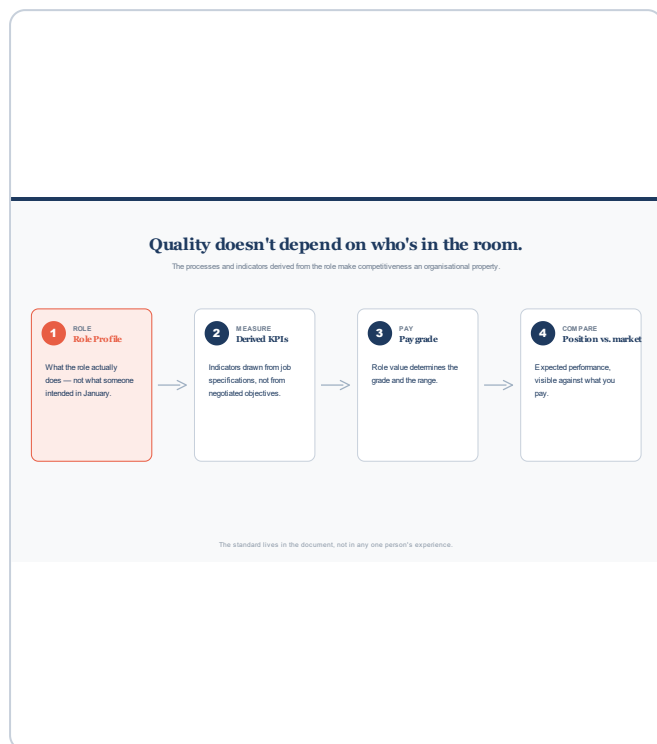
The report shows you where you stand relative to the market. Its value lies in the decisions it makes possible.

03

Processes and indicators complete the picture — quality does not depend on who happens to be in the office.

Poziționarea salarială față de piață e o parte din tablou — cealaltă parte e dacă organizația ta funcționează coerent indiferent de cine ocupă rolurile.

Internal process mapping and the export of per-role indicators transform competitiveness from a pay problem into an organisational asset: documented processes and indicators aligned to role value endure, regardless of staff turnover.



- The process map shows where work flows and where it breaks down — independently of who is currently in post.
- Per-role indicators are derived from role specifications, not from annually negotiated objectives.
- The quality manual — included — documents the operational standards that make processes repeatable.
- The link between performance indicators and salary grade makes expected performance visible — and directly comparable to what you pay for it.

IN DEPTH

"Where it breaks" is concrete: process mapping identifies the nodes where a single person holds operational knowledge — if they leave, the process stops or degrades. Documentation transfers that knowledge from the individual into the organisation's structure.

Indicators derived from job specifications mean that measuring performance for a Procurement Specialist starts from what the role actually does — not from what a manager decided to target in January. If the role involves contract negotiation, the indicator measures that — not a generic activity average.

The quality manual is not an audit document — it is the operational document that ensures a process produces the same result regardless of who executes it. The standard lives in the document, not in one person's experience.

The link between indicators and salary grade makes visible a calculation you are already making informally: if a grade 4 role carries high-impact indicators and is paid at the P30 market percentile, the retention risk is not an assumption — it is a measurable consequence of two data points you already hold.

Processes and indicators tell you how the organisation functions internally — but one question remains: who enters it, and on what criteria.

04

Recruitment starts from the real requirements of the role — not from an impression.

Dacă procesele și indicatorii definesc ce face rolul și ce performanță aștepți, recrutarea devine o problemă de potrivire — nu de intuiție.

The candidate-to-vacancy compatibility report — included — assesses fit against criteria derived from the job description and role specifications, not against a generic competency checklist. The shortlist includes a compatibility score for each criterion, not an overall impression.

- Candidate evaluation criteria are derived from the job description — the same criteria that produced the role's score in the job hierarchy.
- The compatibility score shows fit on each individual criterion, not a single aggregate figure.
- Hiring decisions start from the documented requirements of the role, not from what worked last time.
- The compatibility report is the document that makes the selection process verifiable — not merely its outcome.

IN DEPTH

"The same criteria that generated the role's score" means that if a position scored highly on "responsibilities" in the job hierarchy, candidates are assessed explicitly on their capacity to manage that level of responsibility — not against a generic "leadership" rubric. The criterion is role-specific, not generic.

Per-criterion scores, rather than a global average, reveal where a candidate is strong and where they fall short of the requirement. A candidate who scores well on professional knowledge and skills but below threshold on role-specific conditions may be a strong fit for a different position within the same grade — the report surfaces that possibility rather than returning an unexplained rejection.

Criteria built on past experience degrade when the role or the team changes — the profile that worked before may be irrelevant to what the role demands today. Criteria derived from the current job description anchor selection in what the role is now, not what it once was.

A verifiable selection process means that if a candidate challenges a decision, you have a document showing which criteria were applied and what score was reached on each — not a committee conclusion without a trail. That is the difference between a process that merely defends itself and one that stands on its own.

Hiring starts from the actual requirements of the role.

The candidate, assessed against the criteria in the job profile — with a score on each dimension, not an overall impression.

CRITERION (from job profile)	Role requirements	The candidate	Fit
Knowledge and skills	High	High	aligned
Responsibilities	High	Mid-point	near
Role-specific conditions	Average	Below threshold	gap to close

A verifiable selection process: on what criteria, with what score — not a decision that leaves no trace.

You now have a complete picture of where your organisation stands in the market — what remains is knowing what you build on that foundation.

05

Your positioning is clear. The next step opens itself.

Cu raportul de piață, harta proceselor, indicatorii aliniați și recrutarea pe criterii, ai o imagine completă a organizației tale față de exterior — și o bază pe care deciziile viitoare pot fi testate înainte să fie luate.

The services within the Competitiveness section give you an organisation anchored in the market it operates in — one that makes decisions on the basis of data, not assumption. What that clarity opens is the territory ahead: strategic scenario modelling and long-range projection — you test decisions before you make them, not after.

- The salary positioning report — included — is the foundational document for any adjustment or market alignment decision.
- The process map and quality manual — included — makes the organisation less dependent on key individuals and more resilient to change.
- The per-role indicator export — included — connects expected performance to role value and to market position.
- The next step — strategic scenario modelling and long-range projection — starts from this documented foundation.

IN DEPTH

The salary positioning report is not a point-in-time document — it is one that is updated. When the market moves, you return to it on the same internal structure and see immediately which grades have drifted outside the competitive range and which have held. The decision to adjust has a basis, not just a pressure.

A documented process map reduces dependency on key individuals — but it does something else as well: it makes the organisation easier to adapt when the structure changes. If a department is reorganised, documented processes show what moves, what stays, and where gaps emerge. Adaptation becomes something you plan for, not something you react to.

Exporting per-role indicators is the format from which performance conversations, annual reviews, and promotion decisions naturally begin. You are not rebuilding the criteria each time — they are already there, derived from the value of the role and anchored in the pay structure.

Simulating strategic scenarios — departmental restructuring, entering a new segment, adjusting a grade — is the territory the next step opens up.