

Practical example

(Ideal Standard International owned)

Corp. Band	Corp. Grade	Roles Contribute Through:	Level	Roles	Mercer	Hay	VW Grade
I		Global Strategic Vision	Board		72 + 69	4200 2900	21 + 20
D	2	Strategic Business Leadership	SMT	Executive Management Team	68 67 66	2200	19
	1		VP	Key Regional Business & Functional Leaders	65 64 63		
E		Strategic Functional Leadership	Director	Key Country Business & Sub-function Leaders	62 61 60 59	1100	17 + 16
A	2	Operational / Tactical Management or Professional Leadership	Senior Manager	Small Country Business Mgrs / Major Country Functional Mgrs	58 57	700	15 +
	1		Manager	Middle Managers	56 55 54		
L	4	Expertise	Senior	Professional IV	53-55	380	12
	3		—	Professional III	50-51	310	11
	2		—	Professional II	48-49	245	10
	1		Junior	Professional I	46-47	200	9
S	6	Support / Skills	—	Support IV	45		8
	5		—	Support III	44		7
	4		—	Support II	43		6
	3		—	Support I	42		5
	2		—	—	41		4
	1		—	—	40		3

Mercer Ced Points Manual

Patrick Vollmar



Mercer Ced Points Manual:

The Enigmatic Realm of **Mercer Ced Points Manual**: Unleashing the Language is Inner Magic

In a fast-paced digital era where connections and knowledge intertwine, the enigmatic realm of language reveals its inherent magic. Its capacity to stir emotions, ignite contemplation, and catalyze profound transformations is nothing in short supply of extraordinary. Within the captivating pages of **Mercer Ced Points Manual** a literary masterpiece penned by a renowned author, readers set about a transformative journey, unlocking the secrets and untapped potential embedded within each word. In this evaluation, we shall explore the book's core themes, assess its distinct writing style, and delve into its lasting effect on the hearts and minds of those that partake in its reading experience.

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