KORN FERRY

Strengthening Job Evaluation to Support a Growing Humanitarian Mission

Client Spotlight

HOW A GLOBAL MEDICAL-HUMANITARIAN ORGANIZATION BUILT STRATEGIC CONSISTENCY AND SCALED WITH CONFIDENCE

Featured Products: Korn Ferry Architect, Pay, and Profile Manager

THE CHALLENGE

At the UK office of a major global medical-humanitarian organization, the People function faced mounting pressures to keep pace with growth and complexity. This meant more roles to evaluate and rising expectations for transparency and consistency — from both leadership and employees.

Job evaluation and rewards practices were still reactive, paper-based, and handled differently across departments. Managers were largely left to navigate processes on their own, which led to uneven decision-making and limited clarity for employees around how their roles were sized, positioned, or built to progress.

At the same time, a broader global movement — across dozens of partner and local entities — was working toward greater harmonization. That meant adopting shared strategic principles, comparable structures, and a consistent approach to job evaluation and benchmarking.

The bottom line: The UK office needed a solution aligned to the organization-wide directive, while balancing local nuance and market relevance.

"We knew we needed to revamp both our salary grid and our function grid," **said the Deputy Director of People (UK).** "But we also needed something strategic, consistent, and transparent — something that reflected our people principles while helping us scale."

THE SOLUTION

The organization partnered with Korn Ferry to implement **Korn Ferry Profile Manager, Pay and Architect.** While familiarity with Korn Ferry's Hay Job Evaluation methodology existed, the processes had always been manual and inconsistent. Korn Ferry's platform brought **structure, automation, and decision-grade intelligence.**

OUR APPROACH INCLUDED:

✓ Co-designing new Function and Salary Grids

In Architect, we sized and defined jobs and pay grades, rooted in the organization's strategic priorities and informed by UK market data. For example, the UK office chose to peg lower-level roles at higher market pay percentiles to better support early-career staff members in London's high-cost environment.

✓ Supporting Senior-level Buy-in

Korn Ferry subject matter experts provided clarity, credibility, and the business case to ensure alignment at the leadership and board levels.

✓ Delivering a Clear Implementation Roadmap

Korn Ferry project managers established clear milestones and deliverables, ensuring steady progress and actionable steps.

✓ Providing Visual Tools

Managers were trained in Architect to explain evaluation outcomes and engage in more transparent conversations with impacted employees.

"The legitimacy Korn Ferry brought was critical," **Deputy Director of People (UK) noted.** "They understood both the local context and broader global movement, and were able to translate our principles into the right structural decisions."

THE IMPACT

Transitioning to the new grids in April 2023 was seamless. Despite the scale of change across roughly 180 team members, the UK office received **very few appeals and no negative feedback.**

Greater consistency and transparency

The digital tools provided shared definitions, clear evaluation criteria, and visual frameworks — bringing consistency across departments and market-validity. Anecdotally, the UK office reports that external candidates increasingly arrive with salary expectations aligned to its benchmarking, reinforcing confidence in the competitiveness and clarity of the new structure.

A faster, more reliable evaluation process

With Architect, the UK office established a weekly evaluation panel to ensure better structure and tighter alignment. **"Anytime we don't have to start from scratch on a profile, that saves us heaps of time,"** said the Deputy Director of People (UK). The ability to review responsibilities directly in the platform **"is super fast compared to the old paper-based process."**

A foundation for rapid organizational growth

With projected **15–20% headcount growth** over 12–18 months — primarily in fundraising — the organization needed a scalable, dependable evaluation framework. Korn Ferry's tools power quick, iterative decision-making with equity and transparency built-in.

Confidence in global alignment

As the organization continues to build out a master global grading framework, early indications suggest that the UK office will map closely — reinforcing the validity of Korn Ferry's approach and structure, and revealing flexible career pathways within and across the organization.

Employee trust

With a multi-channel Communications strategy in place, the People team fostered understanding and minimized misconceptions. Pre-leveled content, role descriptions and visuals helped managers substantiate decisions and illustrate why roles were positioned as they were.

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The organization is preparing for its next cycle of biannual benchmarking using **Korn Ferry Pay,** ensuring continued alignment with both the UK market and global guidelines. The UK office will also map its local structure to the movement-wide function grid, helping to support more seamless mobility across countries and roles.

Across the organization, offices increasingly rely on Korn Ferry's expertise and are implementing the tools — sharing insights, exchanging role profiles, and coordinating support across geographies.

"For an organization as fast-paced and unique as ours, not every external partner can adjust," **said the Deputy Director of People (UK).** "Korn Ferry really seems to understand us."

PRODUCT SPOTLIGHT:

KORN FERRY ARCHITECT

Korn Ferry Architect is job evaluation and job architecture software that provides a single, intelligent view of how work is designed, sized, and connected across the organization. Built on Korn Ferry's globally-recognized Hay Methodology and extensive Success Profiles, it helps organizations level and define roles, linked to skills and human capabilities, in a consistent, data-driven way.

LEARN MORE:
KORN FERRY TALENT SUITE

Talent Suite is Korn Ferry's technology platform. It takes everything we know about people and makes it work inside your organization ensuring every talent decision is connected, grounded in science, and aligned to the outcomes that matter most to your business.

It's a single, connected experience that unites Korn Ferry's proven talent intelligence with digital solutions for:
- **Hiring and assessments**
- **Learning and coaching**
- **Pay and rewards**
- **Job design and architecture**

Every product in the suite is anchored in Korn Ferry's proprietary Success Profiles, defining what "great" looks like in any role, so that every hiring, promotion, or development decision is aligned to what truly drives human performance.

ABOUT KORN FERRY

Korn Ferry is a global consulting firm that powers performance. We unlock the potential in your people and unleash transformation across your business — synchronizing strategy, operations, and talent to accelerate performance, fuel growth, and inspire a legacy of change. That's why the world's most forward-thinking companies across every major industry turn to us—for a shared commitment to lasting impact and the bold ambition to *Be More Than.*