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Pay equality with Logib:

Logib pay system

Manual for using the web tool

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Contents

1	What is Logib pay system?	3
2	What data are needed?	5
3	Preparatory work: Create database	6
3.1	Enter wage and personal details	6
3.2	Create a landscape of functions	6
4	The result: pay grades and pay bands	10
4.1	Select pay band form	10
4.2	Show pay bands	10
4.3	Check individual wages	11
5	Download results	12
6	Maintenance of the pay system	13
6.1	Recalculation of the pay system	13
6.2	Making modifications to the existing pay system	13
Appendix 1: Explanations on function evaluation factors		15
Appendix 2: Checking the unity of the functions (chains of functions)		19

1 What is Logib pay system?

The **Logib pay system** web tool enables you as an employer to create a simple function-based pay system for your company or organisation. This allows you to create the foundations to define wages in a clear and comprehensible way. A clear and comprehensible pay system is an important part of a modern human resources policy and can help to ensure gender pay equality. The various steps required to use the tool are described in this manual.

Logib pay system is based on two **principles**¹:

- The **requirements and demands** of the work activities performed (functions).
- **Current wage practices** (wages actually paid)

1) Functions with their requirements and demands

Requirements and demands of work activities (functions) form the basis for setting wages in Logib pay system. Requirements are skills that are required to carry out a function's tasks. Demands are limiting factors that may be associated with carrying out tasks. Using a job evaluation, requirements and demands can be measured and a "function value" can be defined as a measure for the sum of the requirements and demands related to each function. This puts the functions in relation to each other, creating a "functions landscape". The following principle applies: A higher function value is linked to a higher functional wage.

2) Current wage practices

Based on function values, Logib pay system assigns the functions' pay grades and calculates a suggested pay band for each of these. A pay band is the specification of a wage range for a given age or years of service, within which the wage for a particular pay grade can be set. The paid wages, i.e., your actual wage practice, are the basis for this calculation.

Furthermore, the model behind Logib pay system also takes into consideration differences in **experience** between employees. Experience is approximated by age and years of service.

Individual performance is not considered in the classification proposed by Logib pay system. It is known from research and practice that performance is usually difficult to measure objectively and performance-related pay can undermine efforts made to ensure a fair wage system. Logib pay system therefore does not include a performance-based share.²

A clear and comprehensible pay system that uses the requirements and demands of functions as the basis for setting wages can make a crucial contribution to the principle "equal pay for work of equal value for women and men".

¹ A detailed description of the method underlying Logib pay system can be found in the [methodological approach](#).

² If you do however decide to set up a performance-based share outside this system, you should define this as separate wage components, regulate the allocation practice separately and take the necessary accompanying measures (gender-neutral systems to evaluate performance, training of managers etc.).

The wage practice based on this principle should however be checked regularly for possible gender-based pay differences. The standard analysis tool Logib module 1 and module 2 are available to you for this purpose (www.logib.admin.ch).

Please contact the FOGE **helpline** should you have any questions:

- Email: logib@ebg.admin.ch
- Tel.: 0800 55 99 00 (service hours: Wed, Thu 16:00–17:00 CET, Fri 11:00–12:00 CET)

2 What data are needed?

Please note:

If you have already carried out an analysis using **Logib module 1 or 2**, you can directly import the **export file** from this analysis into Logib pay system. The necessary data are converted and imported.⁴

In order to use Logib pay system, you need to enter personal and function-related data for your employees. Apprentices and interns whose salary is set differently due to the educational nature of their position should not be included. The following personal data are required:

- **ID:** A unique identifier for each person (code, personnel number, sequence number, etc.)
- **Age:** Person's age in years (integers only).
- **Gender:** M for men and F for women.
- **Years of service:** Number of years the person has been employed by the company (integers only).
- **Function:** Function (see chapter 3.2; can also be edited later).
- **Wage:** Enter for each person the monthly basic wage, allowances and (where paid) a twelfth of the 13th monthly wage **for a full-time position** (converted to a full-time position in the case of part-time employees). Alternatively, you can also enter a twelfth of the annual wage for a full-time job (basic wage including allowances and 13th monthly wage).³

You can enter the data in the Excel data sheet from Logib pay system and import this into the webtool. Alternatively, you can also enter the data into the tool directly.

³ Allowances for specific burdens are in some cases paid which are an integral part of the work activity in certain functions (generally or at certain times). Please take this into consideration when evaluating the requirements and demands of the functions (see chapter 3.2).

⁴ Basic salary, allowances and a twelfth of the 13th month's salary (based on a 100% workload) are read in for each person. You can adjust the salaries in the table "Check data sheet" if you want to take other salary components into account for the use of Logib pay system.

3 Preparatory work: Create database

3.1 Enter wage and personal details

- I. Go to www.logib.admin.ch and choose the option "Logib pay system". You will land on the Logib pay system **homepage**. Here you get an overview of the four steps to create your pay system.
- II. In step 1 "**read-in data**", you can download a template of the data sheet and process it. A completed example of a data sheet and an example of a prepared export data sheet (with function evaluation, ready for processing) are intended to provide you with additional help. With the completed export data sheet, in just a few clicks you can see the results from Logib pay system for a fictitious company.
- III. After processing the data, import the completed Logib pay system data sheet. Alternatively, import an export file from Logib module 1 or module 2 or directly enter the required information about your employees into the table in the webtool.

This step allows to check the entered data and make any necessary corrections.

3.2 Create a functions landscape

In step 2 "**create a functions landscape**", you can define the requirements and demands of the work activities you have set up grouped into "functions".

What are functions?

Functions are work activities that can generally be separated from the people who perform them. Concrete jobs that essentially include similar tasks and duties are combined into a function. This deliberately ignores the fact that employees within functions may have varying additional or auxiliary tasks. Generally, there are far fewer functions than employees in a company.

Examples: Senior Project Manager, Head of Administration, Administrative Officer, Carpenter/Assembler, Painter-Decorator, Cleaner, Logistics Specialist, Sheltered Housing Assistant, Auxiliary Staff, Sales Representative, Draughtsman/woman, Construction Foreperson, Site Manager, etc.

When entering a function, please make sure to avoid typing errors. Otherwise, these will automatically be recognised as two different functions. For the same reason, you should use only gender-neutral function names.

Please note:

If you have imported an export file from Logib module 2 or from Logib pay system, the evaluations of functions are already entered here. You can check and edit these.

The evaluation factors

The system behind the work evaluation model records requirements and demands in intellectual, responsibility-related, psycho-social, and physical terms. Intellectual factors cover three areas: requirements in terms of education, autonomy and specific expertise and methodological knowledge. The other three areas are each recorded with one factor.

They are each evaluated on a five-point scale. Use the scale in a way that reflects the situation within your company as closely as possible.

Tables and graphs in the “create a functions landscape” step

Various tables and graphs in three areas are available to help you create or check functions and their evaluation:

Area 1: “Evaluate functions” table

In the “evaluate functions” table you can evaluate existing functions and create new functions. Yellow cells highlight unusual combinations of evaluations that are not standard. You should check these to ensure they are correct. **Appendix 1** of this document includes a detailed description of the six factors with explanations on how to use the scale.

It is important for the evaluation that you compare the various functions directly against each other in relation to the respective characteristic (“Are the requirements and demands of one function higher, lower or about the same than other functions?”). A comparison with other companies is neither necessary nor useful: The aim is to depict the situation in your company as well as possible using the scales. It can be helpful to start the assessment with the function with the highest level of a characteristic in your company (e.g. the most demanding management function) and to assess this with the highest applicable scale. Subsequently, you can assess the other functions in relation to this. From experience, the quality of the evaluation is better if it is not just carried out by one person alone but instead by several people with a good understanding of the various functions in the company. The table can be downloaded as an Excel file so that you can analyse it at your convenience.

The principle **“as few functions as possible but as many functions as necessary”** applies. A smaller number of functions improves clarity. Check whether you can combine identically rated functions.

Area 2: “Allocate functions” table

In the table check for all employees whether the allocated function is correct or allocate the respective persons to the relevant function. Newly created functions can also be allocated in the step “evaluate functions”.

Area 3: Graphic representations

The diagram **"overview of functions with their function value"** shows the functions you have defined with their function value, a number between 10 and 50.⁵ The function value is made up of your evaluations of the requirements and demands (higher numerical value = higher requirements and demands). Check whether the "hierarchy" of the functions created is correct in terms of their requirements and demands. If it is incorrect, check the functions in the "evaluate functions" table for a cross-comparison across all the different functions.

The diagram **"link between function value and wage"** shows the current wage for all employees of your company (based on a full-time job) in connection with the function value of the allocated function. Here you can check the functions landscape once again. Pay particular attention to function values in which the differences between wages are particularly large and also to data points which deviate very strongly towards the top or bottom ("outliers"). Note that the representation does *not check the age and years of service of the employees* and thus wage differences due to experience are also included in the representation.

- Check whether **all persons are allocated to the right function** or whether there are any errors. If this is the case, correct the allocated function directly in the "allocate functions" table.
- Check that **all persons assigned to the same function are effectively performing an analogous function** (i.e., requirements and demands with a similar level) or whether there are various levels that you should distinguish between in a "chain of functions" (such as junior, professional, senior and expert). If this applies, you can divide the function into two or more functions which you newly create in the "evaluate function" table.

In **Appendix 2** you will find some examples of how such chains of functions can be created. Then assign the newly created functions to the respective persons in the "allocate functions" table.

To achieve a robust result and thus a solid basis for your pay system, go through the three areas several times and make the necessary adjustments. This process is complete once you have allocated all employees to an appropriate, correctly evaluated function.

Personalisation of the function values: Adjusting the weighting

The function value is calculated by multiplying the ratings for each of the six factors by a weight factor and then adding them together. The weighting of the default setting assigns to intellectual domain (the first three factors) the largest weighting as its high wage relevance has been repeatedly proven. Physical factors have the smallest impact.

⁵ The function value is calculated by multiplying the ratings for each of the six factors by a weight factor and then adding them together.

Please note:

At any time, you can export your current edit, save it locally and then subsequently reimport it into Logib pay system. It is recommended that you export and save the data locally. As soon as you close your browser, your imported and processed data are permanently deleted from the server.

You can adjust the weighting of the six factors within the specified bandwidths. The bandwidths have been set based on theoretical considerations and legal compliance. By clicking on "adjust weighting" above the "evaluate functions" table, you will open a dialogue window which will assist you in adjusting the weighting with diagrams and explanations.

4 The result: pay grades and pay bands

4.1 Select pay band form

Based on your function evaluation, all functions are assigned to a pay grade. Starting with the lowest function value, three consecutive function values are combined to form a **pay grade**. **Pay bands** are calculated for all pay grades based on all currently paid salaries in your company and the function values.⁶ To each grade is allocated such a pay band. The pay band is formed through a lower and upper limit, both of which increase with age and thus provide for a pay increase with age or years of service. The percentage increase is identical for all pay grades.

By answering three questions related to wage setting, you can choose the pay band form that is best suited to your company. The default setting shows a pay band form which provides for a moderate increase with age and years of service and is based on figures from national statistics. However, you can also choose not to consider any increase with age or years of service (flat pay band) or to consider age or years of service to a greater or lesser extent. You can directly see in the tool how answering the first two questions influences the form of your pay band.

The third question gives you the opportunity to enter a salary for a full-time position that should not be undercut in your company or organisation for any person, irrespective of age or years of service. This determines the starting point of the pay band for the lowest pay grade: if a lower starting point of the pay band for pay grade 1 is determined based on a statistical calculation, this value is corrected upwards by your input (see the [methodological approach](#)).

4.2 Show pay bands

The “show pay bands” tab shows you a first diagram which allocates functions to pay grades based on function values. A second diagram gives you an overview of the various pay bands assigned to these pay grades and their range. The range of the pay bands is equal in percentage terms for all pay grades and depends on the pay band form that you have chosen (see chapter 4.1 above). The amount of money varies however, which is why pay bands with higher wages are wider.

After both of these graphs you will see a depiction of all pay grades suggested to you by Logib pay system. The employees assigned to the respective pay grade based on their function are shown in the graph as points and are listed in the table underneath with their characteristics. **Based on the company's pay system logic, it is expected that employees' wages will fall within the band.** Points above the upper limit of the pay band show persons who earn more than expected based on the suggested system, while points below the lower limit show persons who earn less than expected. This means that wages are higher

⁶ The calculations are shown in detail in the [methodological approach](#).

or lower than expected based on the requirements and demands of the function, the person's experience and the current salaries paid out in the company or organisation as a whole.

4.3 Check individual wages

Here you can check for all employees individually to what extent any **wage measures** may be necessary to create an internal wage system based on the requirements and demands of the function and individual experience (wage increases, wage freezing, etc.).

By clicking on the "adapt wages" button, it is possible to move the individual points upwards or downwards and to thus create an "adapted wage". Following the logic of the pay system, you would move the points into the pay band for this purpose or adjust their position in the pay band for the actual situation (e.g., for a function with additional tasks compared with the evaluated function, you would move the points into the upper part of the band, cf. chapter 5 also). The adjustments can be seen in the table as the "adapted wage". You can also directly enter the adapted wages in the table as a monetary amount.

5 Download results

In the step **"download results"** you can download an Excel file with your pay grades and the relevant pay bands and the employees allocated to the pay grades. Here is what you can see in the Excel-file:

- Your pay grades with the corresponding pay bands and the respective upper and lower limit of the pay band.
- A list of all employees with the classification in the respective pay grade, the current salary in relation to the pay band and – if you have created one – the proposal for an adjusted salary.

The results serve as a basis for your considerations regarding the salary development of your employees.

- For persons who are below the pay band, the question is whether they should be raised to the pay band in the short or medium term (greater participation in salary development over one or more years).
- For persons who are in the pay band, the question arises as to whether their position is correct. Persons who, for example, have an additional task compared to the evaluated function would be expected to be in the upper part of the pay band. Depending on this, a stronger or weaker participation in a salary development can make sense.
- For persons who are above the pay band, the question arises whether their salary should be «frozen», i.e. they should not have a salary increase for a certain period of time, or whether other measures are necessary.

In considering all these issues, pay policy considerations play as much a role as financial and personnel policy.

The pay bands can also provide indications for an appropriate wage for **new hires** in an internal comparison. If you are **recruiting people** for an existing function, the pay band for the respective pay grade tells you what would be an appropriate wage using internal cross-comparison. For this purpose, consult the upper and lower limits of the respective pay band given for the respective age.

If you employ a person in a new function whose function value you do not yet know (i.e. whom you cannot assign to an existing function), you must first evaluate this function in Logib pay system (see chapter 6).

For further processing of your pay system, it is important that you download the export file. You can import it back into Logib pay system at any time.

6 Maintenance of the pay system

The export file allows you to continue to maintain and update the pay system so that it reflects the current situation in your company. You can change personal data directly in the Excel file (adjust wages, add new employees, etc.). Changes to function evaluations and evaluations of new functions can be made online after importing the export file into Logib Pay System.

If you downloaded a completed export file after creating a pay system in step 3 or 4 of Logib Pay System, you have two options when importing it again:

- You can recalculate the pay system (all pay grades and pay bands) with your new data (new employees, new functions, changed wages, changed function value).
- You can retain the existing pay grades and the associated pay bands and modify personal and function-related data within this system.

6.1 Recalculation of the pay system

If you select the **"Recalculate pay system"** option, all changes to wages, function values, function assignments and the addition of new employees or functions, will result in a recalculation of the pay grades. This means that the previously existing pay grades and the associated pay bands as well as the assignment of functions and persons to these are lost. The procedure for creating a new Logib pay system proposal is identical to the one described in the previous chapters.

If you choose this option, the **advantage** is that you will obtain a new Logib Pay System result that shows exactly the payroll system for your company or organisation based on the new data.

The **disadvantage** of this option is that the practice developed on the basis of the previous system has to be redefined even for small changes: the recalculation can change the number of pay grades, the assignment of functions and persons to the grades and the pay bands themselves. This can jeopardise continuity and requires a reorientation and possibly the adaptation of internal documents.

6.2 Making modifications to the existing pay system

If you select the **"Modify data"** option, you have the opportunity to change person and function-related data without recalculation. This means that the already created pay grades with their corresponding pay bands are retained. The key points of your pay system are therefore preserved. If new functions are added or functions are reevaluated, new pay grades are added based on the existing system. In this way, you can ensure the continuity of previous practice and still incorporate the necessary changes.

Note:

For technical reasons, the pay grades are renumbered when new pay grades are generated (e.g., pay grade 3 becomes pay grade 4 if a pay grade is added below it). However, this does not change the values of the pay bands (CHF amounts, form). The pay band of the current pay grade 4 is therefore completely identical to the band of the former pay grade 3, merely the number changes.

You can use all functionalities of Logib pay system as usual. Only the weighting of the six evaluation factors in step 2 and the adjustment of the pay band form in step 3 cannot be changed.

You also have the option of adding **employees without wage information** to your data. This allows you to see the expected wage range within the system for new hires, even for new functions that have not yet been integrated into the pay system. These employees are also displayed as dots in the graphs with personal information, in orange instead of blue near the x-axis.

In **step 3**, you will see the existing pay grades and - if you have added new functions or reevaluated functions - newly added pay grades based on the existing system.

You can check the **individual wages** for all employees (see chapter 4.3). Employees who do not yet have a wage are shown in the corresponding pay band as orange dots near the x-axis and you can create a wage proposal for them directly.

In **step 4**, you can download the results of your customisation process, i.e., your completed pay system updated with personal and function-related modifications.

If you are not convinced by the result of Logib pay system which integrates your modifications into the existing system, you have the option of **going directly to the process of recalculating the proposal in step 3**. If you select "Recalculate pay system" in the corresponding dialogue box, you will be taken to the start of the process of creating a pay system. The person and function-related modifications made previously are adopted, but the existing pay grades and pay bands are lost and a recalculation is carried out.

In order to carry out the recalculation process, you must enter a wage for persons who do not currently have a wage. To do this, you can use the wages of persons in functions with a similar function value as a guide (e.g., wage in the pay band of a function with the same value or between the pay band of a function with a higher and lower value for the corresponding age). After calculating the pay bands, you can determine the correct wage for these persons based on an internal comparison.

Appendix 1: Explanations on function evaluation factors

The following explanations on the six available factors will help you to evaluate functions as accurately as possible and to apply the various levels of the measurement scale properly. The aim is to depict the situation in your company as well as possible.

Education/training requirements

Determine the level of education and training typically required to correctly perform the function. Please note:

- The level of education and training to be evaluated is the one typically required for the function. Whether certain function holders formally exceed or fall short of these education and training requirements is immaterial.
- There are five options available. The education levels serve as a point of reference and can also be achieved without the specified formal qualification (diploma), i.e., through experience and continuing education.
 - 1 = No special education and training: Functions that do not require any special education or training (compulsory schooling, in-house training that is not officially recognised etc.)
 - 2 = Vocational training: Functions that call for a vocational training qualification (Federal VET Diploma) or a baccalaureate.
 - 3 = Higher vocational training: Functions that require higher vocational training (Advanced Federal Professional Examination HFP, master craftsman diploma, Professional Examination BP, professional education institute HF diploma).
 - 4 = Bachelor's degree (Uni/UAS): Functions that call for a Bachelor's degree from a university or university of applied sciences.
 - 5 = Master's degree (Uni/UAS): Functions that call for a Master's degree from a university or university of applied sciences.

You can use the following question for guidance in establishing the level of education and training: "If you had to recruit someone for this function today, what level of education and training would you generally require them to have?"

Examples:

- *The "Executive assistant" function has higher intellectual requirements than that of a general secretarial function. Consequently, the required intellectual level and thus level of education and training is usually level 3 "Higher vocational training" (and not level 2 "Vocational training"). "Usually" means: irrespective of whether formal qualifications at this level are mandatory in individual cases.*
- *The "Chief mechanic" function has higher intellectual requirements than that of the "Mechanic" function. Therefore, the required education and training here is usually to be coded at level 3 and not level 2 "Vocational training". It doesn't matter whether or not the company requires employees to have a formal qualification (professional examination) in order to perform the function.*

Requirements regarding ability to work independently

Determine the degree of autonomy required to perform the function. The task here is to assess the extent to which a person must take independent decisions to correctly perform the function. This may include:

- Planning the timing and sequence of tasks
- Acting at one's own discretion
- Choosing one's own work methods
- Determining the content of one's own work

The drop-down menu contains a scale ranging from 1 – Very low to 5 – Very high: The “very low” level is intended for functions in which there is almost no necessity or opportunity to influence the nature and timing of the work through one's own decisions. For the other functions, ask yourself how often independent decisions have to be made (how often per day, per week etc.) and how far-reaching the necessary decisions are (potential consequences). Grade the function in which holders are most able to determine the nature and timing of the work for themselves and in which decisions are most far-reaching at the highest level.

Requirements in terms of specific expertise and methodological skills

Determine the extent to which specific expertise and methodological skills that go beyond the required level of education and training are needed to correctly perform the function. This includes:

- Mastery of very specific methods
- High level of specialist knowledge
- High degree of broad, interdisciplinary expertise

The drop-down menu contains a scale ranging from 1 – Very low to 5 – Very high: The “very low” level is intended for functions in which, measured against the required level of education and training, almost no special abilities are required, i.e., functions in which the knowledge generally acquired under the respective level of education and training is sufficient to correctly perform the function. For the other functions, ask yourself how complex the additionally required specialist expertise and methodological knowledge is, and how often it needs to be applied (infrequently, regularly, for the majority of tasks connected with the function). Grade the function with the most complex specialist expertise and methodological knowledge required for most of the tasks involved at the highest level. Please note that the level of specific specialist expertise and methodological knowledge required does not necessarily rise alongside the level of education and training. Functions that require a lower level of education and training may nevertheless call for a high level of specialist knowledge.

Responsibility-related requirements and demands

Determine the extent to which responsibility has to be assumed by the function holder to correctly perform the function. This includes:

- Leadership responsibility
- Financial, specialist, project and process responsibility
- Supervising apprentices
- Responsibility for the life or development of other people (risk of errors with life-threatening consequences or negative impact on the psycho-social development of persons in one's charge)
- Responsibility for valuable materials and goods (risk of errors with high-cost implications)

The drop-down menu contains a scale ranging from 1 – Very low to 5 – Very high: The “very low” level is intended for functions in which only very limited responsibility must be assumed and where there is no risk of making errors with far-reaching consequences for people or goods. For the other functions, ask yourself how great a responsibility must be assumed in order to correctly perform the function (operational vs hierarchical responsibility, for how many other people, strategic importance of the projects, etc.) and how much risk there is of making errors with far-reaching consequences for people or goods. Grade the function with the most wide-ranging hierarchical responsibility and greatest risk of making errors with far-reaching consequences for people or goods at the highest level.

Psychological and social requirements and demands

Determine to what extent psychological and social skills are required to correctly perform the function. These include:

- Requirements related to verbal communication
- Requirements related to direct cooperation with others
- Requirements related to empathy and persuasiveness
- Handling psycho-social pressures such as working in conditions where contact is difficult, public exposure, being confronted with human suffering, complying with mandatory short-term time constraints, difficulties in time-planning, etc.

The drop-down menu contains a scale ranging from 1 – Very low to 5 – Very high: The “very low” level is intended for functions involving very little verbal communication, in which very little direct cooperation with others takes place, almost no empathy or persuasiveness is needed to correctly perform the function and no special psycho-social pressures occur. For the other functions, ask yourself how often the psychological and social requirements and demands occur (infrequently, regularly, for the majority of tasks connected with the function) and how complex they are (e.g., nature of communication, complexity of social situations, etc.). Grade the function with the most time consuming and complex psycho-social requirements and demands at the highest level.

Physical requirements and demands

Determine the extent to which physical abilities are required to correctly perform the function. This includes:

- Manual dexterity, performing precise sequences of movements
- Physical strength, moving objects or people
- Coping with stressful environmental conditions such as working in extreme heat/cold, uneven postures/repetitive movements, strong odours, increased risk of accident, etc.

The drop-down menu contains a scale ranging from 1 – Very low to 5 – Very high: Choose the “very low” level for functions in a “normal office environment” without any special physical requirements or demands. For the other functions, ask yourself how often the physical requirements and demands occur (infrequently, regularly, for the majority of tasks connected with the function) and to what extent or intensity. Grade the function with the most frequent and intense physical requirements and demands at the highest level that applies to the cross-comparison.

Appendix 2: Checking the unity of the functions (chains of functions)

When checking whether all persons assigned to the same function effectively perform an analogous function, one should analyse whether there are people in the same function who perform a recognisably differently complex activity. In this case, the function is divided into two or more functions and/or, if necessary, a chain of functions is created.

A chain of functions is a gradation of functions from the same work area, which are connected with similar tasks, but differ in one or more decisive specific aspects (complexity of the tasks, responsibility, additional physical burdens, etc.). When you create the chain of functions, you can take over part of the evaluations unchanged and make the gradations on the characteristics that represent the difference particularly well. Here are some examples of function chains:

Example Project Management

Observation: The persons assigned to the function manage projects of varying size and complexity.

Initial evaluation

	Education and training	Autonomy	Specialist knowledge	Responsibility	Psychosocial	Physical
Project Manager	Bachelor's degree	Medium	Rather high	Rather high	Medium	Very low

Evaluation in chain of functions

Junior Project Manager	Bachelor's degree	Rather low	Rather low	Rather low	Medium	Very low
Project Manager	Bachelor's degree	Medium	Medium	Medium	Medium	Very low
Senior Project Manager	Bachelor's degree	Rather high	Rather high	Rather high	Medium	Very low

Example production worker

Observation: The persons assigned to the function both perform their work standing up and in strenuous positions, but some of them also in difficult environmental conditions (great noise, heat and dirt).

Initial evaluation

	Education and training	Autonomy	Specialist knowledge	Responsibility	Psychosocial	Physical
Production worker	No special education and training	Very low	Rather low	Very low	Very low	Medium

Evaluation in chain of functions

Production worker I	No special education and training	Very low	Rather low	Very low	Very low	Medium
Production worker II	No special education and training	Very low	Rather low	Very low	Very low	Very high

Example employee in administration

Observation: Within the administration staff, there are persons who have operational responsibility for other administration staff and who take on more complex tasks for which broader competences are required.

Initial evaluation

	Education and training	Autonomy	Specialist knowledge	Responsibility	Psychosocial	Physical
Employee in administration	Vocational training	Medium	Medium	Rather low	Medium	Very low

Evaluation in chain of functions

Employee in administration I	Vocational training	Rather low	Medium	Rather low	Medium	Very low
Employee in administration II	Higher vocational training	Medium	Medium	Medium	Medium	Very low