

Enterprise-wide Job Architecture (JA) Optimization



Business Challenges:

- Recruitment delays - slow to create positions/reqs and post due to out of date job profiles
- Behind on market pay - one-off market analysis versus holistic, enterprise-wide review
- Lack of structure in hiring/pay decisions - multiple steps and approvals for offers
- No foundation for talent - inability to measure performance through competencies and skills; lack of defined career paths
- Previously two failed attempts to optimization the JA framework (over prior 10 years)

What we Did:

- Established Program Governance and Approach for optimization the Job Architecture Framework for a population of over 8,500 employees
- Conducted surveys and focus groups, defined jobs, and facilitation compensation analysis, talent alignment and transition
- Identified areas where optimization of JA can influence/improve other HR processes (e.g., talent reviews, talent development, succession planning, recruiting, career pathing)

Results:

- Executives, Senior Leadership and Managers identified the JA project as one of the most important projects they've done in recent memory
- Over 500 job profiles updated with current responsibilities and compensation; eliminated 139 job profiles
- Added clarity to roles and responsibilities within departments, teams and across the organization where jobs/titles were conflicting and/or duplicative
- Established a governance framework for managing new requests and ongoing review/maintenance for sustainability