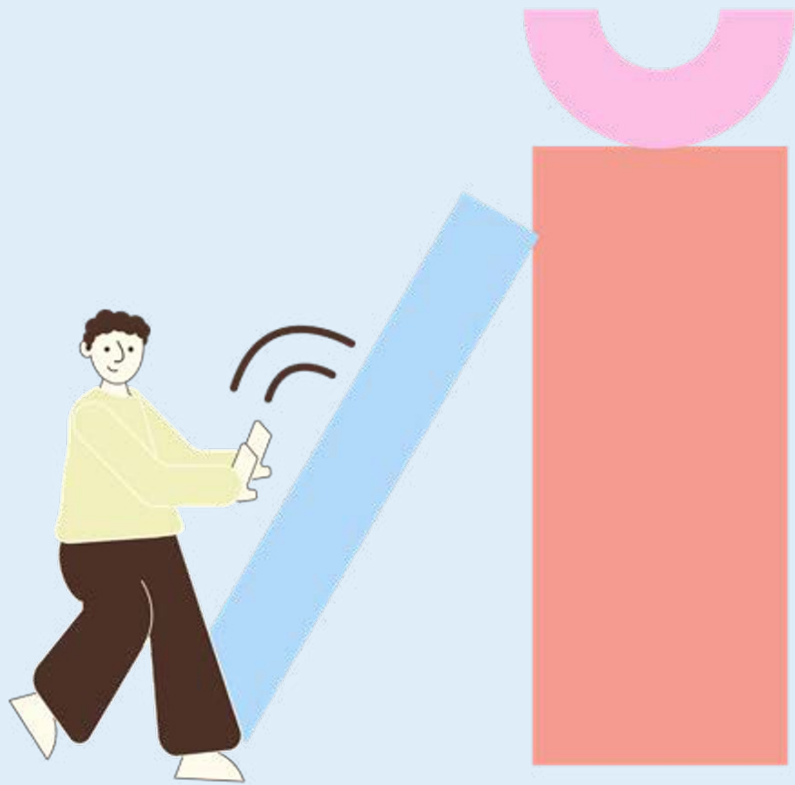




HRDIGITALPLAYGROUND • JOB ARCHITECTURE 101

How to Build One

The steps, the people, and the choices that make or break a job architecture build.

IN THIS DECK

Seven steps

Who does what

Positions to catalog

The data you need

Mapping a job

Calibration

Scaling up

Mistakes



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Before You Start

What you will be able to do, the example we use, and the words you will meet.

YOU WILL BE ABLE TO

- ✓ List the seven steps of a build in order
- ✓ Explain how position records become a job catalog
- ✓ Map a single job from its work to its title
- ✓ Explain how the method scales, and where people decide

MEET THE EXAMPLE



Brightside Bakery

About 350 people making fresh bread and cakes. It grew fast without a plan for its jobs.



Bakery plant



20 shops



Delivery team



Head office

Made-up example

WORDS YOU WILL MEET

Position record

One row per seat, with its title and org data

Job catalog

The approved list of standard jobs

Mapping

Placing each position into a standard job

Calibration

Comparing placements across teams

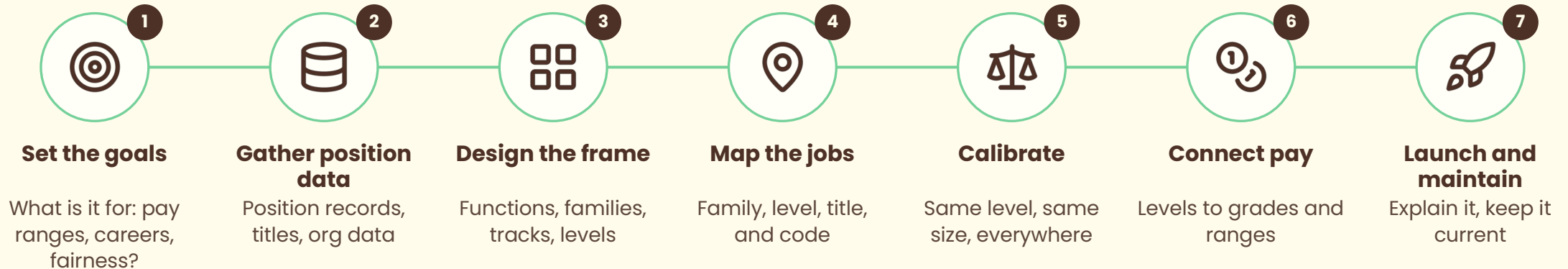
Benchmark job

A common job used as a reference point

The colored tag on each page tells you what it is: an idea, an example, a practice, a warning, or a check.

Seven Steps

Every good build follows the same path, from why to launch.



DESIGN Steps 1 to 3

Agree the why and the frame before touching a single job.

BUILD Steps 4 and 5

Map every position to a job, then check placements side by side.

LAUNCH Steps 6 and 7

Connect pay, explain the result, and keep it alive.

Design the frame before mapping jobs, and calibrate before connecting pay. The order matters.



Who Does What

A build is a team effort. Each group has a clear job to do.



SPONSOR

A senior leader

Sets the goals, breaks ties, and backs the result.



PROJECT OWNER

HR or total rewards

Runs the work and keeps every decision consistent.



MANAGERS

Describe and review

Explain the work in their teams and review placements, never alone.



FINANCE

Check the cost

Models the cost of pay changes and plans the budget.



EMPLOYEES

Share what they do

Short questionnaires or interviews make jobs accurate.



LEGAL

Review the rules

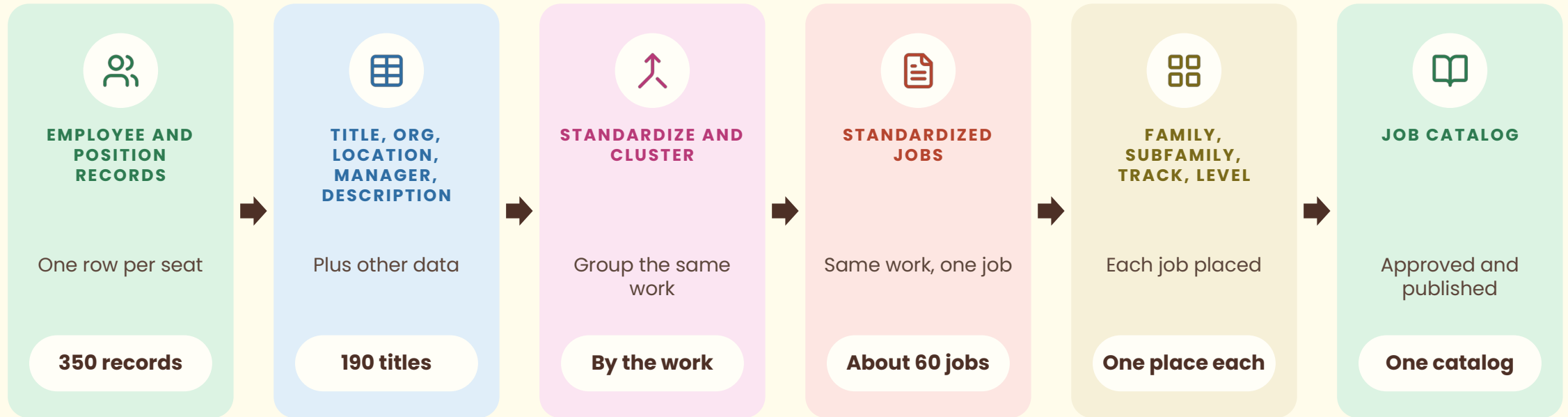
Titles, overtime status, and pay posting requirements.

HR runs it, leaders own it, and managers inform it. Nobody levels their own team alone.



From Position Records to a Job Catalog

Start with every position, not a list of titles. Then group the work into standard jobs.



Brightside numbers are illustrative

Many positions, one job

24 driver seats map to Delivery Driver

Many titles, one job

Driver and Route Driver map there too

One title, two jobs

Supervisor splits by the real work

Many positions and many titles can map to one job. One title can also hide two different jobs.

What Data Do You Actually Need?

Start with what you have. Perfect data is not a prerequisite.

MINIMUM Enough to start

Employee or position ID Current title
Manager Department or function
Location Incumbent count

HELPFUL Faster and more accurate

Job description Reporting structure
Grade Current pay
Exemption status Cost center
Business unit Employee type

ENRICHMENT Outside context

External postings Skills data
Market data Task information

Pay data helps when pay is connected. Names and ratings stay out of the design.



DATA QUALITY ISSUE

“Sr Analyst, Analyst Senior, Analyst III”
Probably one thing written three ways. Clean it up.



ARCHITECTURE DECISION

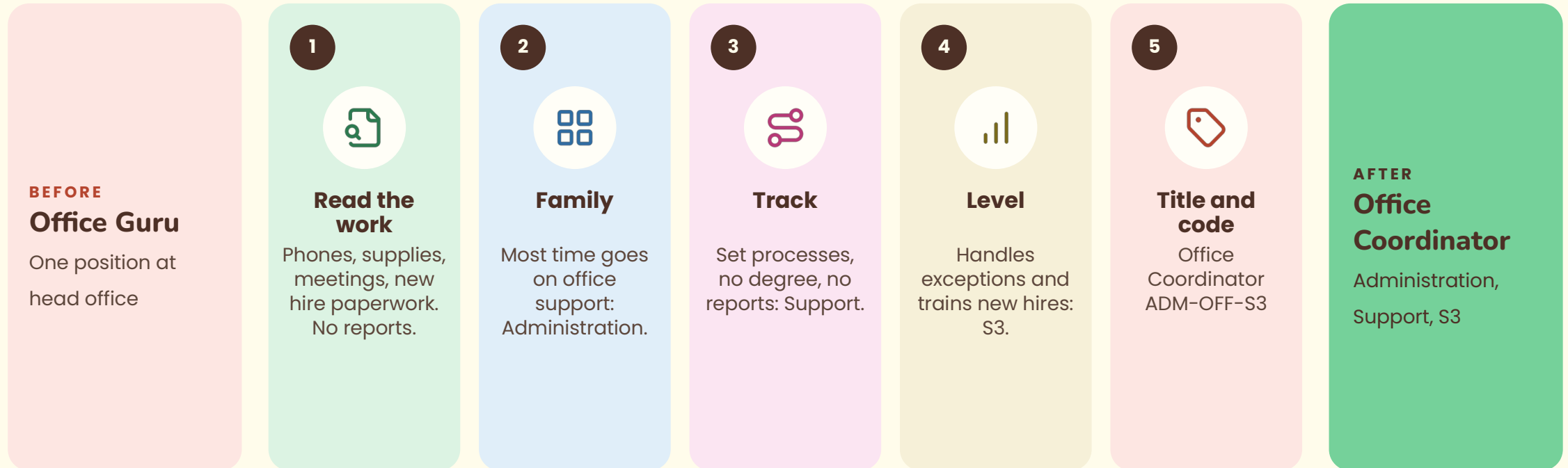
“Two Analyst II roles doing different work”
May need to become two jobs. Someone decides.

Perfect data is not a prerequisite. The build itself shows where the source data needs cleanup.



Mapping One Job, Step by Step

Brightside's head office has one position titled Office Guru. Here is how it maps to a job.



Same person, same work. Now a clear title, level, and range.

Work, family, track, level, title. The same five moves place every job in the company.

Calibration Keeps It Fair

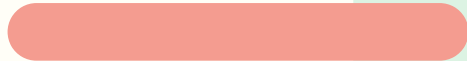
Leaders review placements side by side so a level means the same thing in every team.

FOUR JOBS PLACED AT P3

How big does each one look?

Illustrative

Senior Accountant

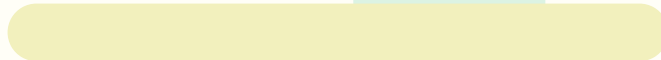


Senior Quality Specialist



Too small?

Senior Marketing Specialist



Too big?

Senior Food Scientist



P3 range of size

GOOD CALIBRATION



Compare with benchmark jobs

Jobs everyone understands



Use the level descriptions

Written words, not opinions



Discuss the job, not the person

Performance is a separate talk



Log every decision

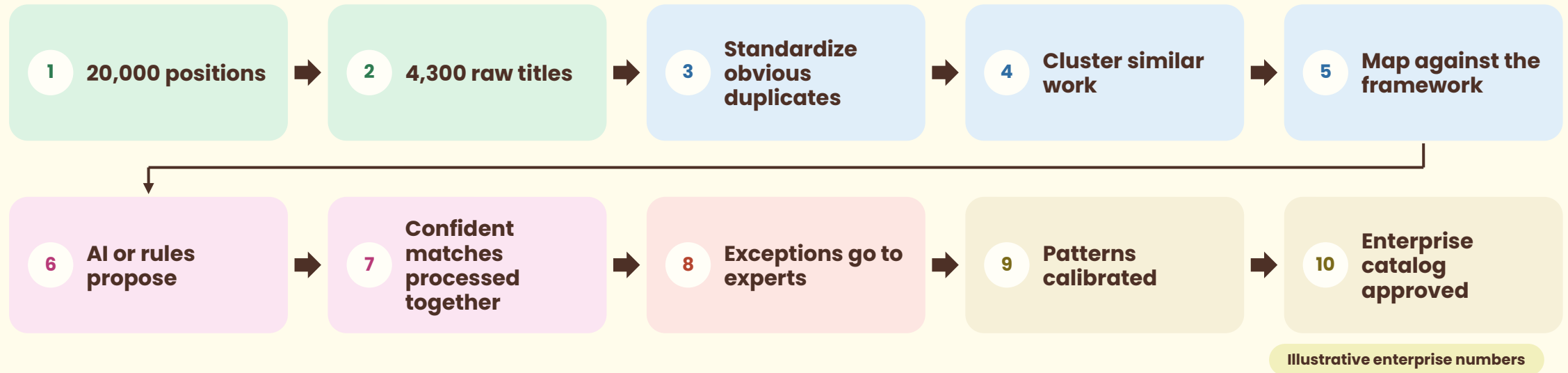
The call and the reason behind it

Calibration makes a P3 in Marketing the same size as a P3 in Finance. Without it, levels drift apart.



How Job Architecture Scales

You do not review 20,000 jobs one by one. You work in patterns.



Automate the obvious. Review the ambiguous. Calibrate the patterns.

Standardize → Propose → Review exceptions → Calibrate → Approve

Do not debate every record. Automate the obvious, review the ambiguous, calibrate the patterns.

Where AI Helps and Where People Decide

Tools speed up the obvious work. Judgment stays with people where it matters.



AI AND RULES CAN HELP



Identify duplicate titles



Cluster similar descriptions



Suggest families



Suggest job matches



Surface likely levels



Flag outliers



Explain their reasoning



PEOPLE DECIDE WHEN



The work is ambiguous



The outcome is material

Pay, level, or overtime status



Adjacent levels are hard to tell apart



Context changes the meaning

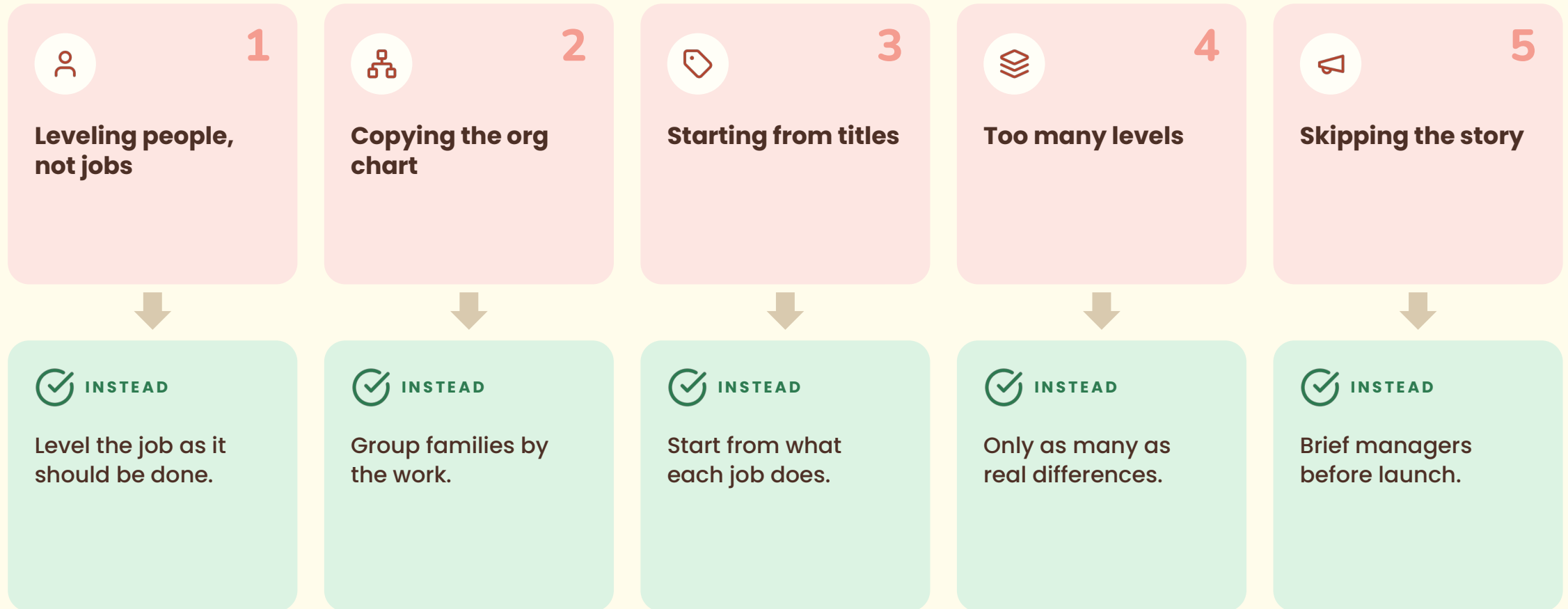


An exception appears

Let tools do the sorting. Keep people on the calls that are ambiguous or material.

Five Build Mistakes

Most failed builds do not fail on design. They fail on these.



Most failed builds fail on consistency and communication, not on design. Guard against all five.

Map This Job

Brightside's customer team has a position titled Happiness Hero. Map it, then turn the page.

THE JOB

Happiness Hero

- Answers customer emails and calls
- Handles refunds within set rules
- Passes complaints it cannot solve to a supervisor
- Logs customer feedback
- No one reports to the job. Learned on the job.

1

Family

What kind of work is it?

2

Track

Support, Professional, Management, or Executive?

3

Level

Routine alone, or handles exceptions too?

4

Title

Level word plus job name



Decide on your answers before you turn the page. The model answers and the reasons are on the next page.

Read the work first. The family, track, level, and title follow from it.



Map This Job: Model Answers

Compare with what you decided. The reason matters more than the label.

1 Family

Customer Service

The work is serving customers.

2 Track

Support

Set rules, no degree, no team to lead.

3 Level

S2

Handles standard requests alone. Passes exceptions up.

4 Title

Customer Service Representative

Plain name for the work, with a code such as CSV-CSR-S2.



The deciding detail The level turns on one detail: it passes exceptions up. Handling exceptions and training others would point to S3.

Read the work first. The family, track, level, and title follow from it.



Quick Check

Three questions. Answer from memory first, then look back if you need to.

1 QUESTION 1

Which step comes first?

A Map the jobs

B Set the goals

C Connect pay

2 QUESTION 2

What is calibration?

A Comparing placements across teams so levels mean the same everywhere

B Setting pay ranges from market data

C Rating each employee's performance

3 QUESTION 3

What should the build start from?

A A list of titles and headcounts

B Position records with titles and org data

C Performance ratings

Answers, with the reason behind each one, are on the next page.

Remember

The whole deck in three lines, plus the quiz answers.



THREE THINGS TO KEEP

- 1** Seven steps, in order: goals, data, frame, map, calibrate, pay, launch.
- 2** Five moves place every job: work, family, track, level, title.
- 3** Automate the obvious, review the ambiguous, calibrate the patterns.

Build it once, build it right.



CHECK YOUR ANSWERS

1B

The goals shape every choice that follows, from families to pay.

2A

It keeps a level the same size in every team.

3B

Titles are unreliable. Position records show the real work.

A careful build, in the right order, gives a structure people can trust from day one.





Job Architecture 101: How to Build One

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