

HRDIGITALPLAYGROUND · JOB ARCHITECTURE 101

Keeping It Alive

Ownership, rhythm, and how to talk about change, so the architecture stays useful and trusted.

IN THIS DECK

Why it decays

Ownership

One front door

Event-driven reviews

Job or person change

A simple rhythm

Explaining change

Health checks



September 2026
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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

- ✓ Explain why job architectures decay without an owner
- ✓ Run new and changed jobs through one front door
- ✓ Know which events should trigger a review
- ✓ Tell a job change from a person change
- ✓ Explain changes so people understand and trust them

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

Governance

Who decides what, and how

Decision log

Where calls and reasons are written down

Trigger

An event that prompts a review

Review cycle

The regular check-ups

Change management

Helping people through a change

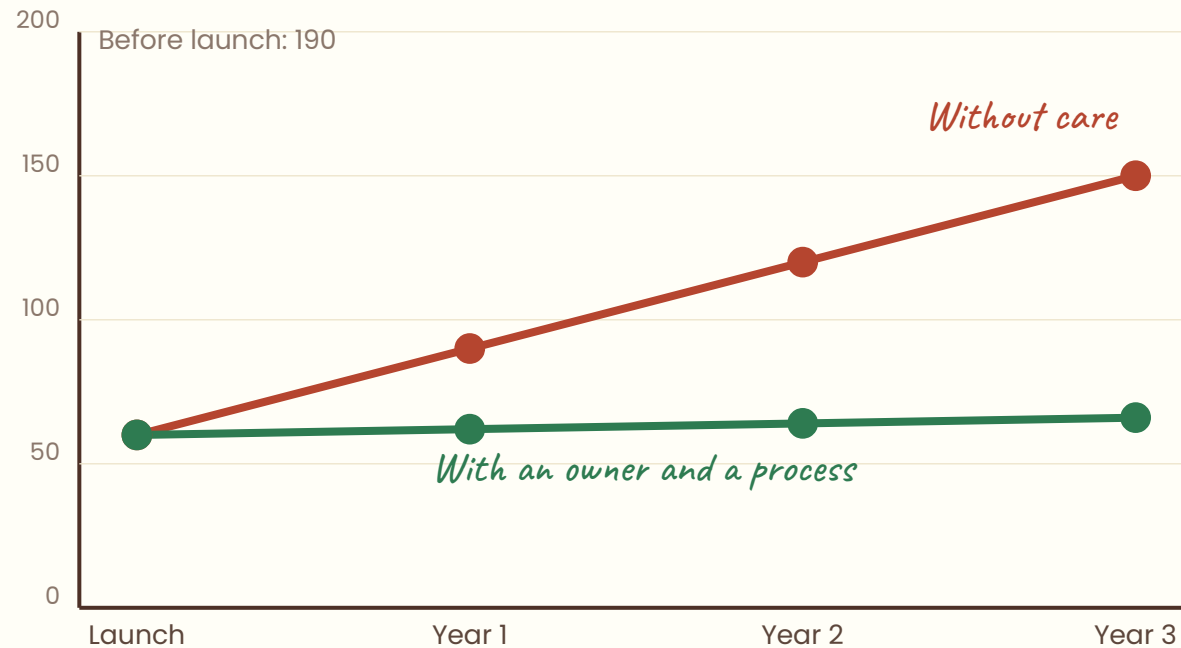
The colored tag on each page tells you what it is: an idea, an example, a practice, a warning, or a check.

Why Architectures Decay

Brightside cut 190 titles to 60 at launch. Without care, titles creep back within a few years.

NUMBER OF JOB TITLES AFTER LAUNCH

Illustrative



HOW DECAY HAPPENS



New titles for new hires

To make an offer sound better



Levels bent for pay

A quick fix that spreads



Reorgs move the work

But nobody updates the jobs



Nobody owns it

So nobody says no

Decay is the default. Without an owner and a process, titles multiply and levels drift again.

Architecture Needs an Owner

One owner, a small review group, and a few written rules keep the structure honest.



THE OWNER

Usually total rewards or HR

Looks after it daily, answers questions, and says no when a request breaks the rules.



A SMALL REVIEW GROUP

HR, finance, and one or two leaders

Decides the bigger calls: new families and level changes that affect many people.



MANAGERS

Request, never decide alone

Bring requests through the front door with the reasons behind them.

THE WRITTEN RULES

1

Who can request a new job

Managers, through one front door

2

Who approves

The owner for simple calls, the group for big ones

3

Where decisions go

The decision log, with the reason

4

How exceptions work

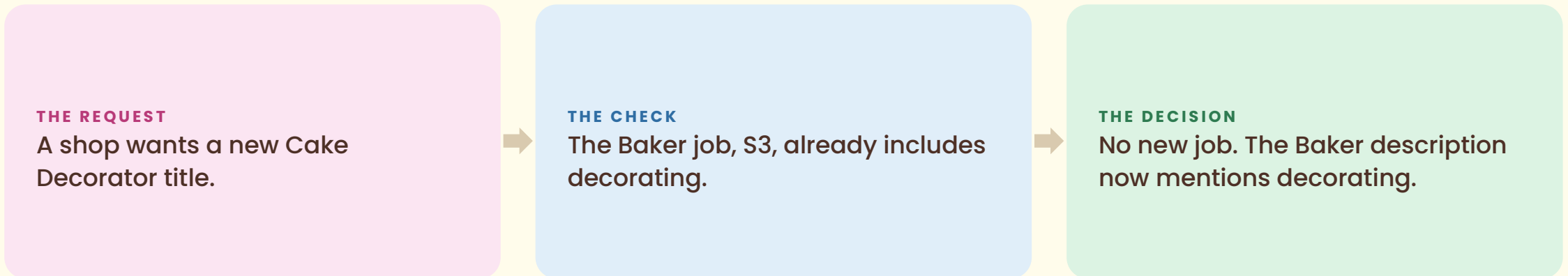
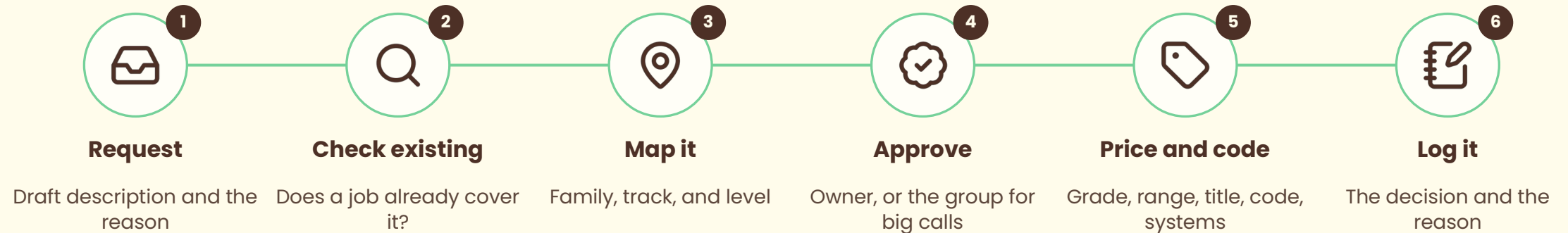
Written down, with an end date

Name an owner, form a small review group, and write down the rules. That is governance, and it is enough.



One Front Door for New Jobs

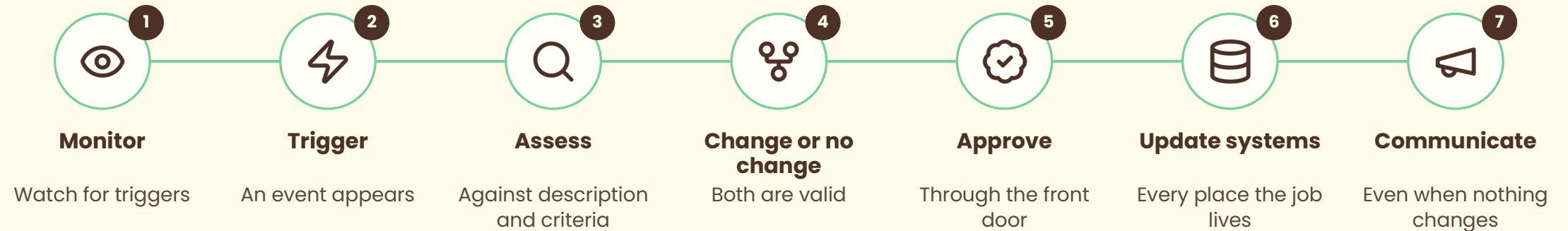
Every new or changed job goes through the same six steps. Here is a real request at Brightside.



Check what already exists before creating anything new. Most requests are solved by a job that is already there.

Event-Driven Reviews

Do not wait for the annual check-up. Some events should trigger a review right away.



EVENTS THAT SHOULD TRIGGER A REVIEW

Responsibilities materially change

AI or automation changes major tasks

Reporting scope changes

Teams merge

An acquisition

New capabilities appear

A persistent market anomaly

Repeated mapping challenges

Unnecessary new titles

A new regulation affects classification

Strategy changes

Watch for triggers, assess the job, and decide change or no change. Then update systems and tell people.

Job Change or Person Change?

Before you re-evaluate, ask what changed: the work for everyone, or one person.



JOB CHANGE

The work changes for anyone in the job

AT BRIGHTSIDE

Ordering moves from Shop Managers to a new Supply Planning team

AI takes over the Dispatcher's route planning

Re-evaluate the job. The result applies to everyone in it.



PERSON CHANGE

One person grows, excels, or covers for a while

AT BRIGHTSIDE

Maria is an outstanding Accountant

A Baker covers for the Head Baker for a month

Use people tools: development, pay within the range, an allowance, or a move to a bigger job.

Re-evaluate the job when the work changes. Handle one person's growth through people tools.



A Simple Rhythm

Small, regular check-ups keep the structure current without a big cleanup every few years.

Illustrative rhythm



EVERY REQUEST OR EVENT

Through the front door

Handled as it happens.
Brightside aims for two weeks
on simple requests.

Owner



EVERY QUARTER

New titles and exceptions

Spot patterns, like one team
asking for many exceptions.

Owner

Review group



EVERY YEAR

Market, ranges, and equity

Refresh market data and
ranges, check pay equity, and
update stale descriptions.

Pay team

Review group



EVERY FEW YEARS

Does the frame still fit?

After a merger or a new
operating model, check
families and levels.

Leaders



PUT IT IN THE CALENDAR NOW

A quarterly review in the first week of each quarter. The market refresh and pay equity check just before the annual pay review.

Small, regular care beats a big cleanup every five years. Put the rhythm in the calendar.

Explaining the Change

When titles or levels change, people ask four questions, usually in this order.

1

“Is my pay changing?”

Answer first and plainly. A new title alone does not change pay.

2

“What is my new title and level, and why?”

Use the level description, not jargon.

3

“What does my next step look like?”

Show the career path and what the next level asks.

4

“Who can I ask?”

Name a person, not an inbox.

WHAT WORKS



Brief managers first

Before anyone else hears



Give a one-page script

Plus a short FAQ



Talk one to one

Before any broad announcement



Keep listening

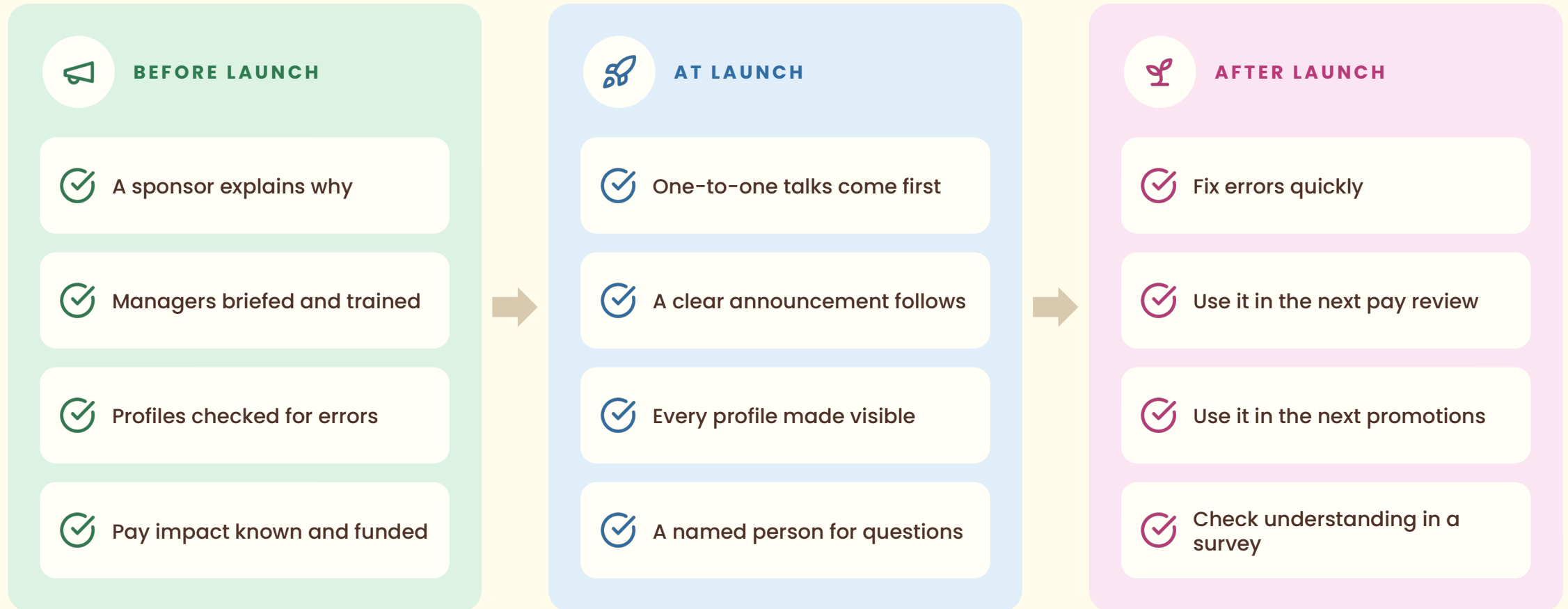
An open channel after launch

Tell managers first, lead with what changes for each person, and always show the next step.



Leading People Through the Change

A launch is a change for people, not just a new spreadsheet. Plan it in three stages.



Before, during, and after launch, the goal is the same: people understand it, trust it, and use it.

Is It Healthy? Six Signs

A few simple measures show whether the architecture is holding up or starting to slip.

Illustrative targets



POSITIONS MAPPED

Nearly all

An unmapped position is work the architecture cannot see.



DESCRIPTIONS THAT FIT

Nearly all

Age is a signal. The test is whether it still matches the work.



EXCEPTION REQUESTS

Steady or falling

A spike means the rules no longer fit.



TIME TO APPROVE

Short and predictable

Brightside aims for two weeks. Slow approvals invite workarounds.



UNEXPLAINED PAY GAPS

Shrinking each year

Found in the annual equity check.



PEOPLE WHO UNDERSTAND

Rising

Can people say what their level means?

Track a few signs every quarter. When one slips, fix the cause before it spreads.



Your First Three Moves

Three small steps you can take this week, whatever your role.

1



Find the job list

Ask HR whether a job catalog exists. If not, that is worth knowing.

2



Place your own job

Its family, its track, and its level.

3



Share one open question

Something your company cannot answer yet, with one person who can act.

Small steps count.

Small steps count. Each one makes the structure a little more real for the people around you.



Quick Check

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

1 QUESTION 1

What keeps titles from multiplying again?

- A** Letting each manager create titles
- B** An owner and one front door for new jobs
- C** Renaming titles every year

2 QUESTION 2

Which event should trigger a review of a job?

- A** An employee in it has a great year
- B** AI takes over a major part of its tasks
- C** A manager wants a new title for a star

3 QUESTION 3

Who should hear about a change first?

- A** Customers
- B** Managers, so they can answer their teams
- C** Only executives

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** Decay is the default. Name an owner and write the rules down.
- 2** One front door, a regular rhythm, and a review whenever the work changes.
- 3** Tell managers first, answer pay first, and show every next step.

Look after it, and it looks after you.



CHECK YOUR ANSWERS

1B

Someone has to own it, and every new job has to come through one process.

2B

The work changed for everyone in the job. The others are person changes.

3B

Managers answer most of their teams' questions, so they need to be ready.

A job architecture stays useful only when someone owns it, tends it, and explains it.





Job Architecture 101: Keeping It Alive

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Published September 2026 · hrdigitalplayground.com



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