



HRDIGITALPLAYGROUND · JOB ARCHITECTURE 101

Where It All Connects

Job architecture sits at the center of HR. See how it feeds, and is fed by, everything around it.

IN THIS DECK

The virtuous cycle

Three motions

Operating model

Organization design

Work design

Pay

Talent

Planning and data

Change

What good looks like



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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

- ✓ Describe the virtuous cycle around job architecture
- ✓ Explain its three motions: design in, decisions out, learning back
- ✓ Trace one business change through every part
- ✓ Describe what a healthy architecture makes easy

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

Operating model

How the company is set up to deliver its strategy

Organization design

Teams, reporting lines, spans, and layers

Work design

Which tasks exist and how they form jobs

Workforce planning

Which jobs the company will need, and when

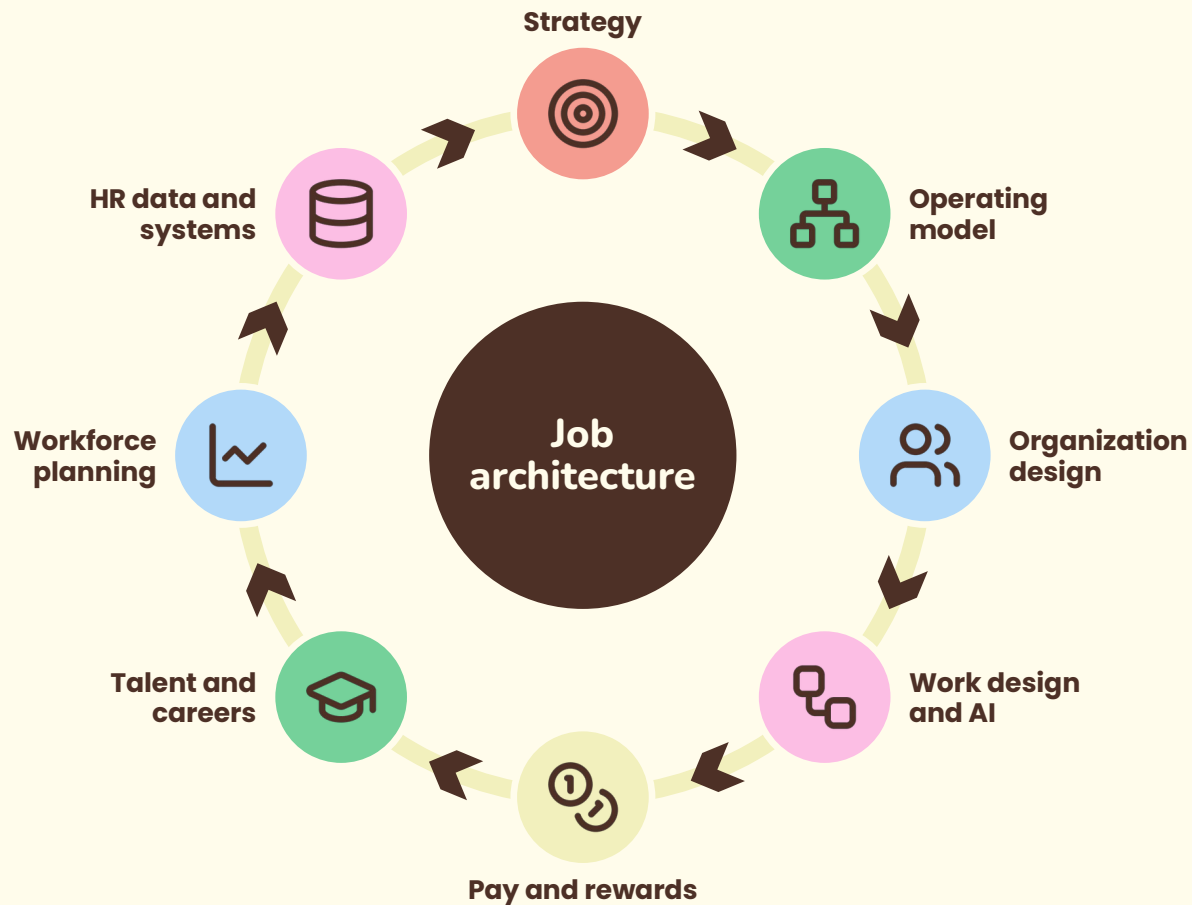
Change management

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.

The Virtuous Cycle

Each part feeds the next, and every part runs through the jobs at the center.



Design flows in

Strategy shapes the operating model, the organization, and the work.

Decisions flow out

Pay, talent, skills, plans, and systems use the jobs.

Learning flows back

What they reveal shapes the next round of design.

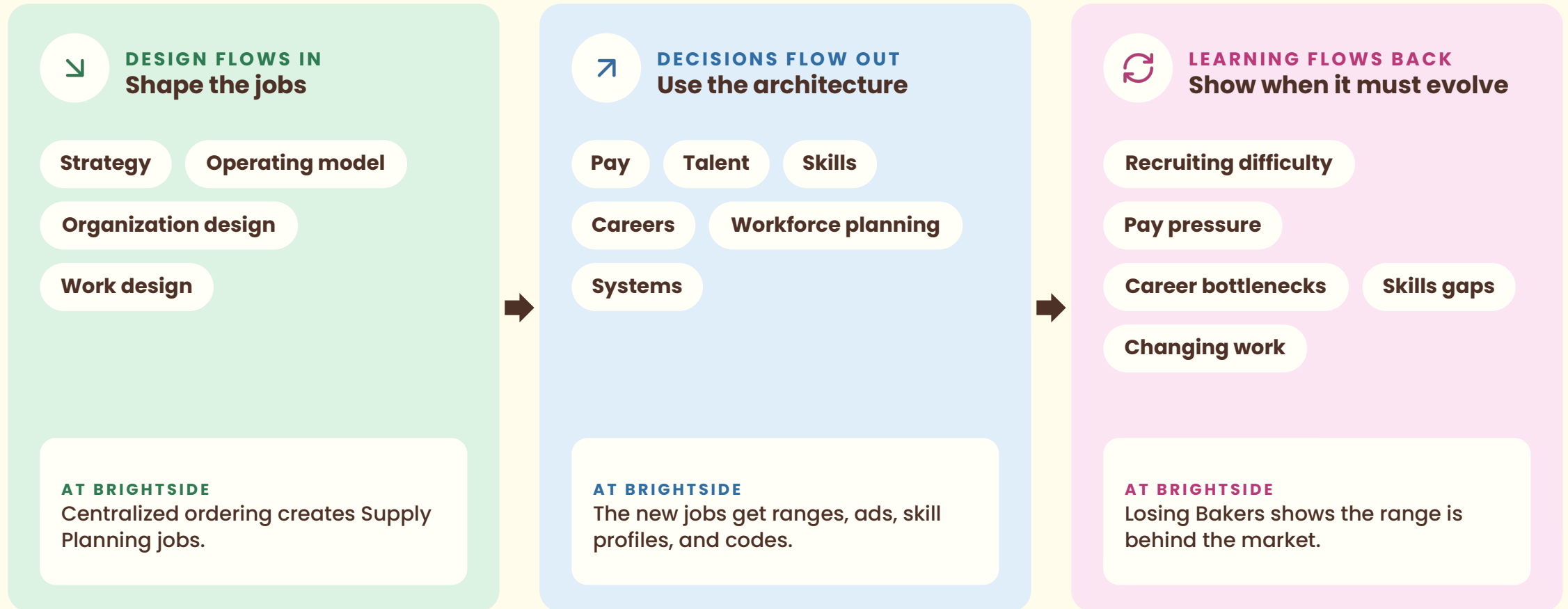


Change management keeps the whole cycle turning.

Better jobs make every other part of HR work better, and each part sends back what the jobs need next.

Three Motions: In, Out, and Back

Job architecture is not simply downstream from strategy. It takes in, gives out, and learns.



Design flows in, decisions flow out, and learning flows back. Keep all three moving.



Strategy and Operating Model

How the company is set up to win decides which jobs it needs and where they sit.



WHAT IT IS

How the company is set up to deliver its strategy: which capabilities matter, what is central or local, and how work flows.



AT BRIGHTSIDE

Brightside centralizes ordering for all 20 shops. A new Supply Planning team appears at head office. Shop Managers stop ordering, so their job description changes and the job is re-checked.



WHAT FLOWS INTO THE ARCHITECTURE

- New capabilities become new families or jobs
- Central or local decides where jobs sit
- Growth plans show which levels will be needed



WHAT THE ARCHITECTURE GIVES BACK

- A true picture of today's jobs and their cost
- Where the model and the real jobs do not match
- The cost of moving to the new model

The operating model tells the architecture what jobs to have. The architecture shows what the model really costs.



Organization Design

Teams, reporting lines, spans, and layers shape the management jobs. The architecture shows how they work.



WHAT IT IS

The structure: teams, reporting lines, how many people each manager leads, and how many layers sit between the front line and the top.



AT BRIGHTSIDE

Brightside finds seven management layers for about 350 people, and supervisors with a single report. Removing a layer turns some supervisor jobs into Lead jobs on the Support track.



WHAT FLOWS INTO THE ARCHITECTURE

- Reporting lines and team shapes
- Spans and layers for management jobs
- Which team owns which work



WHAT THE ARCHITECTURE GIVES BACK

- Spans and layers by track and level
- Duplicate jobs spread across teams
- Managers with only one or two reports

Organization design shapes the management jobs. The architecture shows the real spans, layers, and duplicates.

Work Design and AI

Tasks bundle into jobs. When AI or automation takes over tasks, the jobs change, and the architecture shows how.



WHAT IT IS

Deciding which tasks exist and how they bundle into jobs, including which tasks people, machines, or AI should do.



AT BRIGHTSIDE

AI route planning takes over the Dispatcher's route planning. The job now focuses on exceptions and driver support. Checked against the level descriptions, its level holds, but its description and skills change.



WHAT FLOWS INTO THE ARCHITECTURE

- The tasks each job is made of
- Which tasks AI or automation takes over
- New tasks that need new skills



WHAT THE ARCHITECTURE GIVES BACK

- Which jobs change, and by how much
- Whether a changed job needs a new level or range
- Career paths for people whose tasks move

Work design decides the tasks. The architecture shows which jobs change, whether levels move, and where people can go.

Pay and Rewards

Pay draws on the architecture more than any other area, and it sends back some of the clearest signals.



WHAT IT IS

Base pay, bonuses, long-term incentives, and benefits, plus the salary structures and policies behind them.



AT BRIGHTSIDE

Brightside keeps losing Bakers to competitors. Market pricing confirms the market has moved, so the Baker range moves up. The level stays the same, because the work did not change.



WHAT FLOWS INTO THE ARCHITECTURE

- Market signals that a job is paid differently
- Exception patterns that flag a misleveled job
- Reward rules that depend on levels



WHAT THE ARCHITECTURE GIVES BACK

- Matched jobs for market pricing
- Grades that carry every pay range
- Groups for pay equity checks and job ads

Pay runs on the architecture, and pay pressure is often the first sign that a job needs a fresh look.



Talent: Hiring, Careers, Performance, Learning

Every talent process uses the same shared language: families, levels, and the skills each one needs.



HIRING

Ads, interviews, offers

Descriptions for ads, level descriptions for interviews, ranges for offers.



CAREERS

Paths and promotions

Moves up, across, and between tracks.



PERFORMANCE

Expectations by level

A P3 is judged on what a P3 should do.



LEARNING

Programs by family and level

Such as a first-time manager program for M1 jobs.



SKILLS

Skills by family and level

Each job's skill needs follow from its place.



TALENT GIVES BACK Where people get stuck, which skills are missing, and which career paths people actually use.

One shared language for hiring, careers, performance, learning, and skills. That is what the architecture gives talent.

Workforce Planning and HR Data

Plans, budgets, systems, and reports all speak in jobs. The architecture makes them speak the same way.



WHAT IT IS

Deciding how many people, with which skills, the company needs in which jobs, plus the HR systems and data that record it.



AT BRIGHTSIDE

Brightside plans twelve new online ordering jobs over two years. Each already has a code, a grade, and a range, so finance costs the plan in an afternoon.



WHAT FLOWS INTO THE ARCHITECTURE

- Headcount plans by family and level
- Cost forecasts by grade
- Succession plans for key jobs



WHAT THE ARCHITECTURE GIVES BACK

- Job codes that set up every HR system
- Clean data for turnover, promotion, and pay reports
- One shared language for plans and budgets

With codes, grades, and ranges on every job, plans can be costed quickly and reports can be trusted.



Change Management Keeps It Turning

Every turn of the cycle changes someone's work, title, or pay. People have to understand it and trust it.



SPONSOR

A leader explains why

Visible, early, and in plain words.



EQUIP MANAGERS

Managers go first

Scripts, answers, and time to talk.



COMMUNICATE

Personal and plain

Lead with what changes for each person.



LISTEN

Collect and adjust

Fix what the design missed.



REINFORCE

Use it in real decisions

The next pay review and promotions.

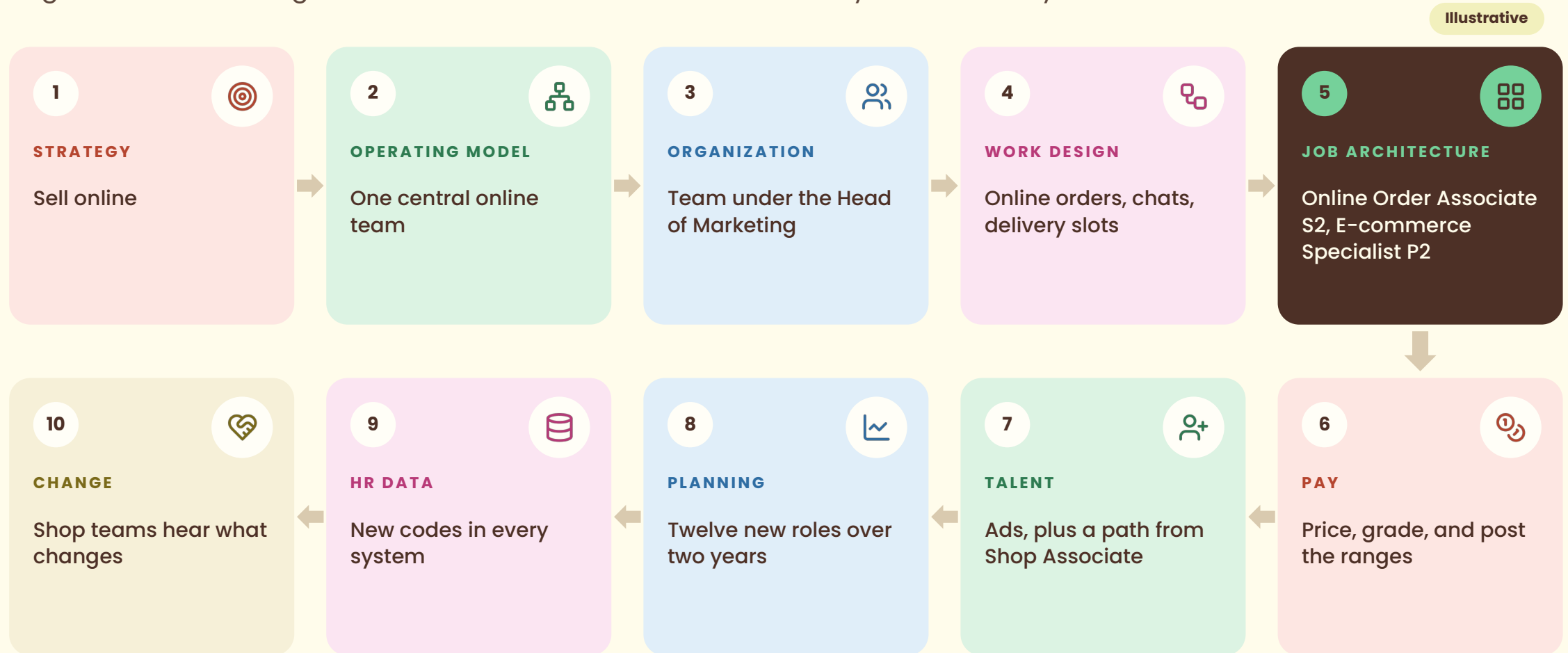


Each turn of the cycle either builds trust or spends it. Change management decides which.

The cycle only turns when people come along. Change management is how the design becomes daily reality.

One Change, Many Ripples

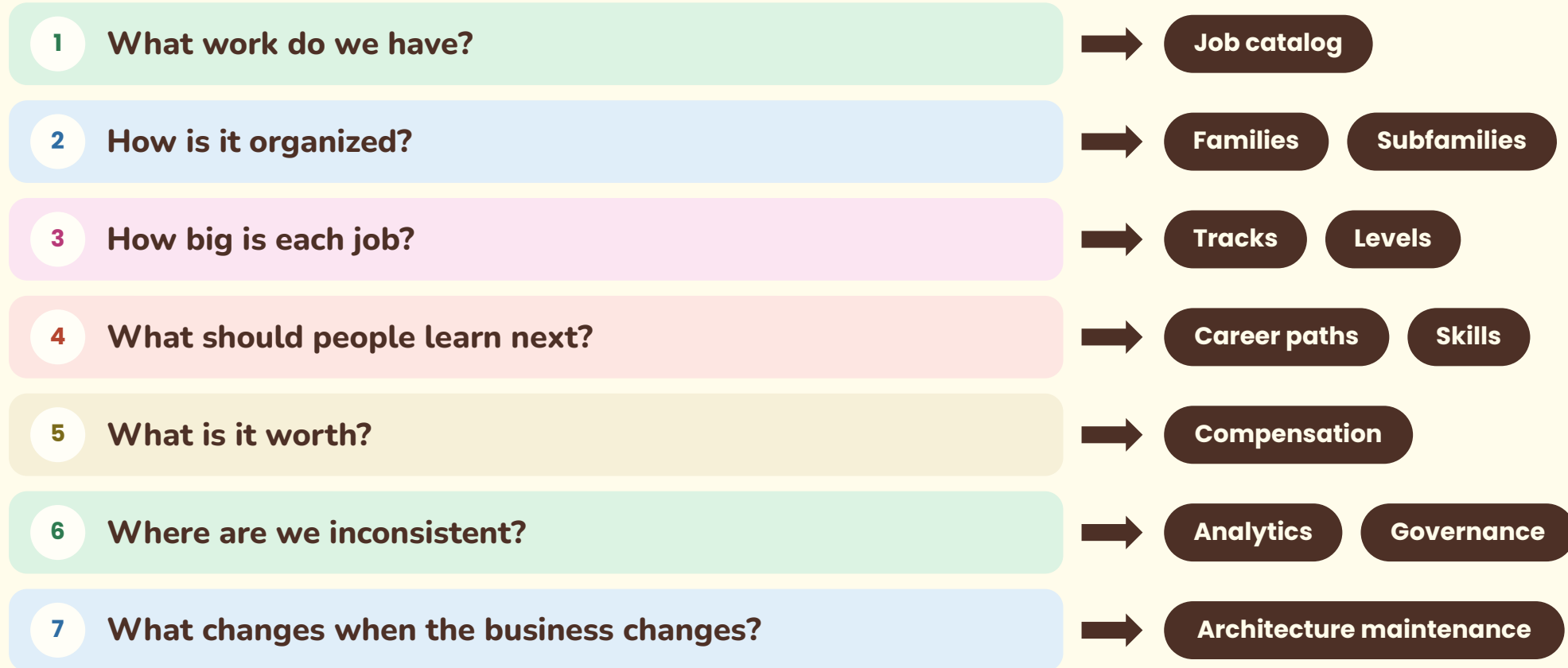
Brightside starts selling online. Follow that one decision all the way around the cycle.



One business decision touches every part of the cycle. The job architecture is where they all meet.

What Good Looks Like

A healthy job architecture makes seven questions easy to answer.



If these seven questions are easy to answer, the architecture is doing its job.



Trace a Ripple

Brightside buys a small coffee roaster with 40 people. What happens in each part of the cycle?

Operating model 	Organization design 	Work design 	Job architecture
Pay 	Talent 	Change management 	<i>Hint: start from the jobs in the middle, then work outward.</i>



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

Every deal, reorganization, or new technology ripples through the whole cycle. Trace it before it surprises you.

Trace a Ripple: Model Answers

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

1 Operating model

Standalone or merged?

Does the roaster run alone or join plant operations?

2 Organization design

Reporting and layers

Where the team reports.
Remove duplicate layers.

3 Work design

Overlapping tasks

Quality checks and delivery may be shared.

4 Job architecture

Map every position

Into existing families. A Roasting subfamily only if truly distinct.

5 Pay

Compare with ranges

Plan any adjustments before announcing.

6 Talent

Paths across

Open career moves between the businesses.

7 Change management

Explain first

What changes and what does not, before any announcement.

Every deal, reorganization, or new technology ripples through the whole cycle. Trace it before it surprises you.



Quick Check

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

1 QUESTION 1

How does work design connect to job architecture?

- A** Tasks bundle into jobs, which get families and levels
- B** It sets bonus targets
- C** It replaces the org chart

2 QUESTION 2

AI takes over a big part of a job's tasks. What should happen?

- A** Nothing, the title is the same
- B** Re-check the job's description, skills, and level
- C** Delete the job family

3 QUESTION 3

What keeps the whole cycle turning?

- A** Change management
- B** A bigger HR team
- C** More job titles

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** Job architecture sits at the center of a cycle that runs through all of HR.
- 2** Design flows in, decisions flow out, and learning flows back.
- 3** Change management keeps the cycle turning and the trust growing.

Clear jobs make everything easier.



CHECK YOUR ANSWERS

1A

Work design decides the tasks, and the architecture organizes them into jobs.

2B

Changed tasks can change a job's size, skills, and pay, so check them.

3A

Every turn changes someone's work, so people have to come along.

Get the jobs right, keep them current, and every other part of HR gets easier to run.





Job Architecture 101: Where It All Connects

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