



Job Architecture: Best Practices for Leading the Market Event Q&A

We recently hosted a webinar on Job Architecture. Optimized job architecture moves beyond just a “job title clean up,” with organizations taking a more strategic approach to understanding how work is performed. Increasingly, job architecture is at the forefront of providing a framework for a comprehensive talent ecosystem. It sets the foundation for pay strategies, the pricing of jobs, salary decisions, and equitable pay practices.

So, how can your organization ensure that you have the support and understanding needed to make effective job architecture updates?

Deloitte's Sheila Sever and Doug Tapp spoke on sharing research and insights from the 2023 Deloitte and Empsight Global Job Architecture Practices Survey.

We received lots of questions and we were not able to answer them all on the webinar, so we have answered some of them here.

BUSINESS CASE

I love job architecture. I am surprised by how many organizations lack a formal job architecture when I talk to some of my peers. What is your experience with organizations who have a formal job architecture versus those who do not?

Only 14% of survey participants reported having no formal job architecture program. Those with established JA programs enjoy the benefits of having a structured foundation to support all of their Talent Management programs, enabling optimized use of their technology. (See illustration at right.)

Is there a lot of value to job architecture if the majority of your employee population is nonexempt hourly jobs (where each job has a set hourly rate, etc.)

Yes! The value lies in establishing visible career paths for employees. In addition, all of the workforce planning and reporting capabilities are improved by establishing the key elements of job architecture.

What advice would you give to a company that may not have the financial or people resources to accomplish job architecture work?

Job Architecture can be completed by handling one job function/family at a time. Ultimately, it will save resources by streamlining the job catalog so that fewer jobs need to be maintained. Also, implementation of the new structure can be cost-neutral and phased in over time.

JOB ARCHITECTURE PROJECTS

Do you have any data regarding the size of the team that typically works on a job architecture project?

Teams vary depending the size of the workforce under scope, the level of committed internal Talent resources to the project and the level of assistance provided from the outside parties.

As a company that has some elements of the job architecture but lacking in all the elements as a whole, what is your recommendation for where you should start

Many times a quick assessment is done prior to formally beginning the project to determine the level of alignment to leading JA practices and the development of a roadmap which outlines the key areas of focus.

How many months does it take to implement the full job architecture strategy and do you have deliverables that must happen first?

A typical job architecture project can last anywhere from 4-12 months depending on the size of the workforce under scope and level of redesign required. A full scope job architecture project which includes pay structure redesign and a market competitiveness study can extend the length of time as well.

In your experience, what is the single biggest challenge to implementing a job architecture?

Data quality at the beginning - meaning a documented approach to redesign from - as well as a fully configured system ready to accept the new job architecture can certainly be challenges. The normal leadership buy in and manager/employee training can also cause havoc and lack of adoption for the new approach. The three biggest determiners of success/failure include: (1) Executive champion, (2) Change Management, and (3) Governance.

Would be fascinating to understand how many companies have people dedicated to Job Arch - defining it and maintaining it and where they sit functionally, talent management, OD or Comp

Typically, larger Fortune 500 companies have dedicated JA resources/teams. These resources are typically aligned to the rewards/compensation function in these larger organizations. Smaller organizations typically have a primary and back-up person for the JA activities.

COMPENSATION

Do you have survey data on % of companies that demonstrate pay transparency in terms of sharing individual base pay range/salary scale with individual employees?

Deloitte and Emphasis are currently conducting a survey that includes this question. Preliminary responses indicate that 35% of organizations provide employees with their own pay range and 10% allow employees to see the entire salary structure.

JOB TILTING

For the Job Title to Employee ratio, has the effect of Blue Collar shop floor workers been removed?

No. All employees and all jobs have been included.

Many orgs have diff types of titles, in this study is job title governed by HR or can employees change it. There are both in many countries - business titles and job titles.

The study addressed primary established job titles as reflected in the organization's Human Capital Management system. 86% of organizations allow secondary/business titles. Most have some level of governance for

How do Compensation Professionals best manage internal job titles and external/position titles?

First, be sure that you socialize the recommendation with leadership; then document the process and gain buy-in. Some HCM systems have fields for multiple job titles (e.g., primary/job, secondary/position, business, posting).

On the "Regional/Global Job Titling" slide, are we using "Job Title" and "Position Title" synonymously?

Yes

JOB LEVELING/LEVELING GUIDES

What are leveling guides? Can you share a definition of job leveling?

Leveling guides document the differences between one level and the next within a career track. For example, a professional leveling guide may include Entry, Intermediate, Senior, and Lead levels and describe the scope and complexity of work, problems solved, typical experience, leadership given/received, etc. Job leveling is the assignment of each job in the catalog to the most appropriate career track (support, professional, management, etc.) and level within the career track based on aligning the majority of the job's attributes to a level in the guide.

Is there a job leveling guide example that you can share or suggest where to find it?

Most salary surveys have leveling guides to assist with matching participant organizations' jobs to the survey benchmark jobs. These can be a great starting point for customizing leveling for your company.

Would a leveling guide be the same as a job evaluation methodology (i.e. MERCER IPE)

While there are similarities between the two (analyzing various aspects of the job) there is an important distinction. For job architecture, no point assignments or values are placed on the factors. Job architecture assists with consistent compensation benchmarking which in turn establishes the value of the role. Job evaluation/point factor systems assign numeric values to each component to establish job value.

Is it typical for an organization to use the same title for both the employee facing title as well as the job sub-family description or is the job title different that the job-subfamily title?

There are usually differences between job titles and job sub-family labels to denote more specifically the type and level of work being performed. For example, in HR there may be two roles in the Benefits sub-family, but one is a Benefits Analyst (doing quantitative analysis) and the other is a Benefits Administrator (interpreting and explaining plan features to employees). It is important for the title to be more descriptive of the actual work being performed.

COMPENSATION/BENCHMARKING

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Is benchmarking jobs logically increasing because of increased pay transparency requirements in job postings as well?

Benchmarking of jobs is clearly becoming more of a priority as pay transparency laws spread and businesses prepare for what they believe to be an inevitable result of sharing compensation / pay ranges more openly.

What is crowd sourced compensation benchmark data?

Data crowdsourcing for compensation might include launching an anonymous on-line survey to collect compensation data feedback from those willing to participate. Reliability could be questioned.

What do you recommend in benchmarking? HR/ Employer data or employee reported data?

The prevailing belief over many years has suggested that ER/Employer submitted data to a survey is more accurate than Employee reported data. However, some organizations are beginning to crowd source compensation data due to the willingness of workers to share openly about compensation levels at many companies.

CAREER TRACKS

Do you have a best practice for titles that have responsibility for both people management and project/department management? Our org uses Manager for both/and/or, and people in these titles and above feel at times they need to be exceptional at all for performance evaluations, but these are not always hand in hand skills.

We have found that organizations typically use “manager titles” for both those who manage people and those who manage “functions/processes”. In a few organizations, the position of where Manager is located in the title indicates whether the role manages people OR functions/processes. For examples, an HR Manager manages people... a Manager, HR manages function/process.

Should there be a pay difference between mgmt & non mgmt employees in the same title? Survey matches used tie to actual people management.

Maybe. Likely the survey match will not make a distinction if two jobs are matched to the same market reference job but you as a company can value roles to reflect certain responsibilities.

How many minimum direct reports equate to a Manager (M1, M2, etc.) level vs Individual Contributor?

This varies by company. Most of our clients define “people leaders” as those with one or more employees reporting to them. Many organizations allow the use of the Manager title/level for individual contributors as well.

For the “Job Leveling Names, Titling, & Nomenclature” - from your experience, which would be the best route in naming people managers vs. individual contributor managers based on the survey results or is it dependent on the organization itself? In addition, what about individual contributor senior managers (should individual contributor senior managers have the words “senior manager” in their job title)?

Company preference. We have seen companies recognize Managers of people different from the use of Managers without people responsibility such as this...a Manager of Finance manages people, a Finance Manager does not manage people. The placement of Manager is used to distinguish which jobs manage people and which do not.

JOB DESCRIPTIONS

Is it better to have more detailed or more general job description?

We're seeing a trend in the market toward having both. A broad, general job description is typically housed in the HCM system (where only limited space is usually available). Then an outside software solution is used as a repository for the more detailed job descriptions, where important details about the role can be clearly laid out (such as differences between specialties within a job).

How do you see AI and large language models shape the job descriptions world and everything downstream of it.

While AI may provide a good starting place for language describing a typical job, it must be customized to reflect the actual duties, responsibilities and requirements of the job at your organization. If inaccurate job descriptions from AI are used in your company, you risk losing the value (e.g., ability to recruit and train employees effectively, accuracy in describing the physical requirements of the role, attributes/competencies needed).

Of those that already have JA and formal job descriptions, do they have separate job descriptions for each level within the job?

Generally, yes. There would be separate job profiles/records in the HCM system, and reflecting the differences between the levels can be very helpful.