



Job Architecture & Career Framework

Business Case

Boosting employee motivation via career growth clarity, required a job architecture & career framework acting as a foundation for talent development and retention, especially linked to compensation, career paths, and succession planning.

This also addressed equity concerns among different business lines and group companies, job value perception and internal/external reward consistency (adjusting pay to job value).

Deliverables / Outcomes

- Foundations for the:
 - ✓ company-wide career paths, especially ensuring clarity and consistency for multi-Function lateral movements
 - ✓ new reward system, namely salary bands and mid-/long-term incentive plans for grades and categories
- Top-level role responsibilities informing talent review
- Holistic view: balance between role generic responsibilities and the skills-based approach of our new Ways of Working.

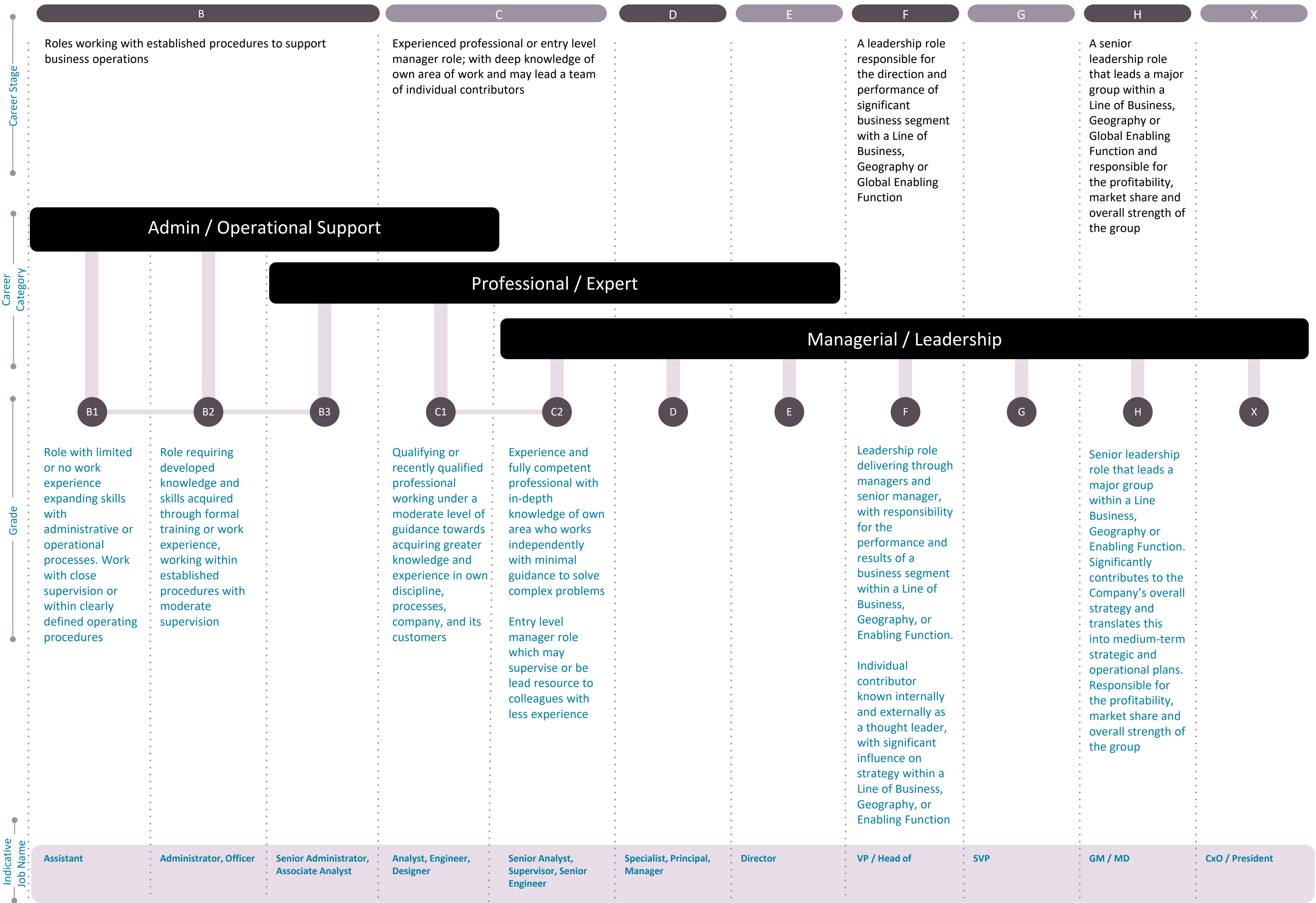
Project scope - Job Architecture (JA) & Career Framework (CF)



Phase	Description
1. Job architecture company-wide criteria	Agreement on Functions/families, sub-families, SFs vs cost centres, spans of control, job levels/grades, job titles, career paths & progression levels.
2. Defining job categories (aka career bands/streams)	A simplified 3 levels only structure: Support/Operational, Professional/Expert, Management/Leadership.
3. Defining job levels and grades within categories	Considering all business lines, markets, and group companies, future-facing.
4. Defining career framework descriptors	Define generic descriptors for each career stage (e.g. "C" stage) and grades (e.g. "C1", "C2").
5. Job analysis validation	Update of job responsibilities, key tasks, authority level, experience and qualifications requirements and progression pathway; redefinition of job titles, if and when applicable.
6. Job structure optimisation	Optimisation of each Function original job structures, a prerequisite to facilitate forthcoming company-wide integration and role/grade allocation.
7. Job evaluation	Per job, points-based system, linked to key evaluation criteria (see #4, plus planning contribution, complexity management., resources accountability). Design and implementation of a grade assessment tool with decision tree questions to facilitate the allocation of more critical roles to grades.
8. Role/grade allocation	Linking roles to job functions and the company's career framework grades.

Notes
<ul style="list-style-type: none">• Simplified workflow• Some phases were concurrent, and all subject to timeline and resource allocation• Phases 1 to 4 translate the Career Framework (see page 3)

Corporation ABC - Career Framework (excerpt)



Notes

It is crucial that the design and content of the career framework is properly linked to:

- The organisation's structure complexity
- The available resources, for continued support
- The characteristics of the integrated talent management system and strategy
- An effective total reward policy and pay structure (not covered in this work sample)

Grade Assessment Tool (GAT)



Job Title	
Group/Business Unit role	Business Unit
Integrated Business/Market/Product/Enabling Function role	Market

Size		
Market mgmt below £50M		
The role leads a small market within a specific business unit		F
Strategic influence		
The role leads the development of strategy for the area of responsibility within their business unit and/or subject matter expertise with organizational impact		G
Geographic remit		
The role has responsibility for large single geographical market or multiple markets		G
P&L/budget responsibility		
Responsibility for the overall mid-sized market P&L		G
Responsibility for P&L within a market		
Responsibility for the overall mid-sized market P&L		F
Responsibility for the overall major market P&L		
Accountability for the overall unit budget or P&L		

Assessment - grade allocation	F
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Notes

- The bespoke GAT was designed as a visual tool to support the HR Team and the reporting line to decide the grade positioning of a critical role
- A small set of job evaluation-related, highly relevant questions are linked to a table of options, where the user can choose the applicable level of responsibility (example above, in “P&L resp.”)
- Each statement links to a different job grade, that automatically becomes identified on the right
- A tailored formula suggests the grade allocation (in this framework, “F” i.e. a VP-level job)

Role/Grade Allocation (example, Finance Function)



Linking roles to job functions and the company's career framework grades

JOB FUNCTION	GRADES				
	B3	C1	C2	D	E
Finance Ops	Senior Accounts Payable Administrator	Accounts Payable Analyst	Senior Accounts Payable Analyst	Manager Accounts Payable	Director Accounts Receivable
	Senior Accounts Receivable Administrator	Accounts Receivable Analyst	Senior Accounts Receivable Analyst	Manager Accounts Receivable	
Finance Control	Senior Asset Management	Asset Management Analyst	Senior Cost Accountant	Manager Cost Accounting	Director Cost Accounting
	Senior Financial Control Administrator	Cost Accountant	Senior Financial Control Analyst	Manager Financial Control	Director Financial Control
		Financial Control Analyst	Supervisor Asset Management		
Audit and Compliance		Audit Analyst	Senior Audit Analyst	Manager Audit	Director Audit
			Senior Business Resilience Analyst	Manager Compliance	Director Compliance
Finance Business Partnering		Finance Business Partner	Senior Finance Business Partner	Manager Finance Business Partnering	Director Finance Business Partnering
Planning, Budget and Forecasting	Associate Financial Analyst	Financial Analyst	Senior Financial Analyst	Finance Manager	Director Financial Planning and Analysis
Merger/Acquisitions		Merger/Acquisitions Analyst		Specialist Merger/Acquisitions	Director Merger/Acquisitions

Notes

Upstream work:

- Job structure optimisation – on this example, an original job structure of approx. 77 job families and 271 roles was, after multiple reductions, transformed into 16 job families and 115 roles