Job Architecture Overview

Executive Overview | Discovery Phase: June – August 2026

STRATEGIC OVERVIEW & FRAMEWORK VISION

PURPOSE

Build a unified, transparent job architecture that supports equitable growth, fair compensation practices, clear mobility, and consistent job standards across the organization. Enable employees to see and own their career progression through defined competencies, levels, and expectations, while leveraging workforce planning and data-driven decisions to support organizational structure and succession planning.

TIMELINE

18-month implementation targeting February–April kickoff with completion aligned to FY26 strategic priorities and organizational transformation goals.

18 MONTH TIMELINE

4 CORE COMPONENTS

IMPACT

Empowers employees to own career progression through defined competencies and levels while enabling data-driven workforce planning and succession strategies.

WHY JOB ARCHITECTURE THIS MATTERS

CURRENT STATE

- Over 220 + unique job titles across approximately 300 employees
- Inconsistent job leveling and title usage
- Limited visibility into career progression
- Promotion decisions can vary across departments
- Job descriptions are inconsistent
- Workforce planning and succession planning are difficult
- Growing need for greater transparency and consistency

FUTURE STATE

- Standardized job families and career levels
- Transparent career pathways
- Consistent promotion criteria
- Better alignment between work, pay, and expectations
- Stronger workforce planning
- Improved employee experience
- Scalable governance model

Job architecture creates transparency, equity, organizational excellence, talent retention, and mission alignment.

FRAMEWORK OBJECTIVES & ORGANIZATIONAL ALIGNMENT

TRANSPARENCY

Provide clear expectations and visibility into advancement opportunities across all roles and departments.

EQUITY

Standardize promotion pathways and reduce subjectivity in career progression decisions.

WORKFORCE PLANNING

Enable HR and leaders to plan effectively for succession, development, and 5-10 year talent projections.

The framework reinforces that **promotions are performance-based**, not checklist-driven, while aligning talent development with our transformation timeline and integration of Microsoft 360 Learn for workforce development.

EXECUTIVE PROJECT VISION

Stage 1 Objective: Design a comprehensive job architecture framework that delivers clarity, consistency, equitable progression, and organizational alignment.

1. **Comprehensive Job Architecture Framework**
2. **Defined Job Families**
3. **Standardized Career Levels**
4. **Clear Advancement Criteria**
5. **Career Pathway Maps**
6. **Promotion Rubrics**
7. **Governance Model**
8. **Change Management Strategy**

PRIMARY STAGE 1 DELIVERABLES

WHAT SUCCESS LOOKS LIKE: BUSINESS OUTCOMES

Measurable impact across every level of the organization



TEAM MEMBERS

- Understand career opportunities
- Know expectations for advancement
- Experience equitable growth opportunities



MANAGERS

- Consistent hiring
- Consistent promotions
- Better workforce planning



ORGANIZATION

- Better retention
- Stronger succession planning
- Consistent organizational design
- Greater transparency
- Improved talent mobility

SUCCESS MEASURES

- FRAMEWORK ADOPTION & MANAGER TRAINING COMPLETION
- INTERNAL PROMOTION RATES & COMPENSATION EQUITY METRICS
- RETENTION, SUCCESSION PIPELINE & ENGAGEMENT SCORES

Project RoadMAP: Consulting Partner Proposal

01



DISCOVERY

14 WEEKS

Jun-Aug: Project kickoff; org analysis; documentation review; interview guides; stakeholder engagement strategy

July 7: Kick-off
July 20: Monthly Meeting
August 18: Monthly Meeting
W/o August 24: Org-wide kick-off

02



IDEATION

4 WEEKS

Late Sept./Oct: in-person design workshop; job family structure prototypes; initial leveling criteria framework; career pathway template;

September 24: In-person design session

03



PROTOTYPING

4 WEEKS

Nov: Refined framework; stakeholder feedback synthesis; tested leveling criteria and progression pathways

04



DESIGN

4 WEEKS

Dec: Finalize the comprehensive framework architecture including 5-7 JD templates, career pathways map, walking deck, change management strategy and implementation roadmap

EARLY SEPT: STAKEHOLDER INTERVIEWS, SYNTHESIS, DISCOVERY FINDINGS REPORT

PROJECT ROADMAP

DISCOVERY (CURRENT PHASE)

- Organizational analysis
- Documentation review
- Stakeholder planning
- Benchmarking
- Leadership engagement

IDEATION

PROTOTYPE FRAMEWORK

FINAL FRAMEWORK

IMPLEMENTATION PLANNING

CURRENT STATUS

Project approved

Consultant engaged

Discovery underway

Best practice research completed

Stakeholder planning in progress

Follows the four-stage process outlined by Consulting Partner.

CURRENT WORKSTREAM

All activities reflected in the current project plan.

ANALYSIS

- Reviewing current job architectur — In Progress
- Benchmarking best practices — In Progress

DESIGN

- Defining leveling philosophy — In Progress
- Designing governance model — In Progress

CHANGE READINESS

- Planning stakeholder interviews — In Progress
- Developing communication strat — In Progress

- Identifying job families — In Progress

7 ACTIVE WORKSTREAMS | ALL DISCOVERY PHASE | ON TRACK

DISCOVERY	7	ON TRACK	STAGE 1	LOW
Phase	Workstreams	Status	Timeline	Risk Level

WHAT LEADERSHIP WILL BE ASKED TO DO

Senior leaders play a critical role in ensuring the success of the Job Architecture Initiative.

1. VALIDATE ORGANIZATIONAL PRIORITIES
2. PARTICIPATE IN INTERVIEWS
3. PROVIDE FEEDBACK ON FRAMEWORK DESIGN
4. SUPPORT ORGANIZATIONAL CHANGE
5. CHAMPION ADOPTION

Aligns with the planned stakeholder engagement approach

LOOKING AHEAD

Near-Term Milestones

1. Complete Discovery
2. Conduct Stakeholder Interviews
3. Facilitate Design Workshop
4. Develop Draft Framework
5. Validate Career Levels
6. Finalize Job Architecture
7. Prepare Change Management Strategy

Long-Term Vision

One framework.

One leveling philosophy.

Transparent career pathways.

Consistent talent decisions.

A scalable foundation supporting our people strategy for years to come.

LOOKING AHEAD

Key Dates

Timeline decisions and engagement milestones

1

8/27

CBO debrief

2

8/31

Organization-wide initiative launch

3

Week of 9/21

Stakeholder interviews

4

10/5

In-person design workshop