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JOB-DATA MAPPING AS A DRIVER FOR SUCCESSFUL HR PROCESS OPTIMIZATION

The goal of this paper is to help you understand the role of consistent employee-to-jobs mapping in having an effective job architecture. This will open the door for drastically improved ability to adapt to organizational changes. For this purpose, the following topics will be discussed:

WHAT CONSTITUTES AN EFFECTIVE JOB ARCHITECTURE?

WHAT CHALLENGES ARISE WHEN TRYING TO MAINTAIN IT?

HOW TO ADDRESS THESE CHALLENGES AND ACHIEVE A COMPETITIVE ADVANTAGE THROUGH AN EFFECTIVE JOB ARCHITECTURE?

JOB-DATA MAPPING AS A DRIVER FOR SUCCESSFUL HR PROCESS OPTIMIZATION

In today´s increasingly global and digital environment, large companies must deal with fast-changing business requirements and organizational structures. Many innovative and agile HR management trends are arising, such as self-management practices or Holacracy. Regardless of the human capital management practices in place, the main challenge remains effective support of the organizational development. To address it successfully, companies need to re-design the way they deal with strategic workforce planning. Having a consistent job architecture (JA) based on well-managed employee data is therefore key to optimizing your workforce management.

A job architecture designates the supporting structure of an organization´s job landscape and is in some cases also used to describe job levelling, job grading or job catalogue. This structure is based on adopting a consistent approach in identifying job levels, career paths, compensation data, etc. This approach will help establish an employment brand that ensures the attraction, recruitment and retaining of top talent, and enables the execution of an organization's business strategy. A full and accurate understanding of the job architecture is therefore crucial for ensuring workforce productivity.

WHAT CONSTITUTE AN EFFECTIVE JOB ARCHITECTURE?

Provice a consistent baseline for grading by enabling fair and reliable job title and level assignment based on well-defined and accurate grading criteria. Job benchmarking within both the organization and the competitive marketplace becomes possible, strengthening the company´s HR practices and trust in its employment brand, leading to better talent attraction. Talent retention will on the other hand also be improved through a transparent compensation strategy.

Gives control over employees to jobs assignment and mapping in a global job catalogue. Through a transparent structure that defines a clear career path and helps identify skill gaps, an organization can develop the right training programs and optimize know-how utilization. Consequently, it will help organizations provide their employees with more clarity regarding internal opportunities, thus improve retention though better internal mobility and overall productivity. Moreover, companies can utilize their consolidated job architectures as a talent pool to use for effective succession planning.

Built on reliable employee- and job-related data that is consistently stored and managed, as well as easily accessible. Ensuring data quality is essential to having reliable HCM practices and talent management, making it important to use a data management solution that provides good understanding, control and accuracy of data.

Flexible and easy to adjust to modernize workforce management practices. By having a job architecture that is continuously reviewed according to business needs, performance and other factors, an organization can stay on top of its competitors through quicker reaction to change.

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CHALLANGES OF MAINTAINING AN EFFECTIVE JOB ARCHITECTURE

To face the rising competitive pressure, companies are increasingly subject to dealing with changes in their organizational structures. These changes can take the form of an M&A transaction, a new technology implementation, a re-designing of processes, etc. This means that the advantages of establishing total visibility, consistency and control over the job architecture, as well as employee data are significant. Consolidating HR practices across all units of a global organization during times of change, is however not an easy task and presents serious challenges:

Outdated and non-consolidated job landscape

When job titles don´t provide a clear and up-to-date understanding of tasks, responsibilities and value of a position, facing an organizational change becomes a daunting and prone to error task. Let´s take the M&A case:
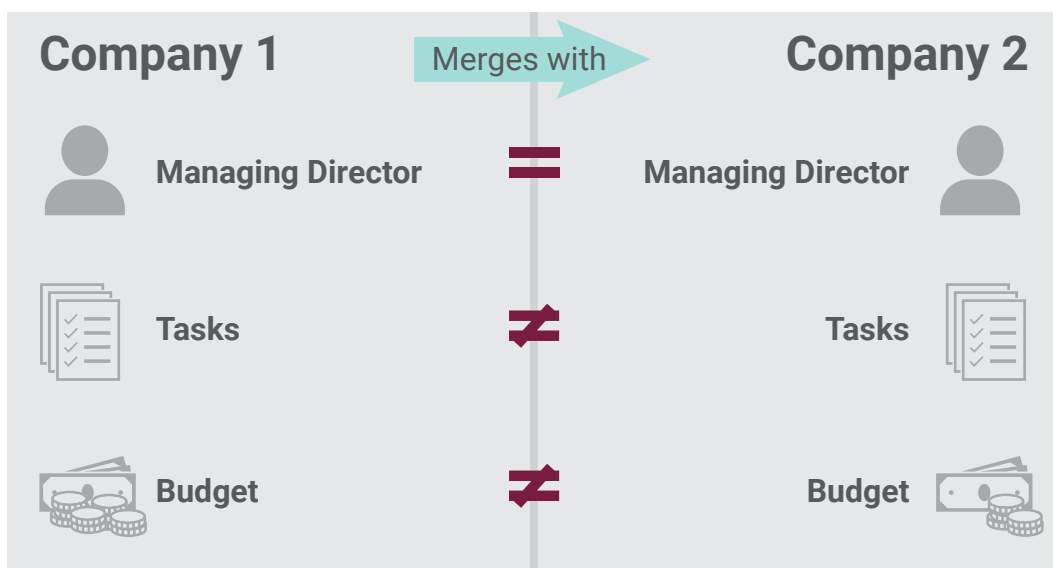
It is not uncommon for companies to use the job titles of the acquired of merged company without consolidating nor levelling them with the existing job titles. For example, two employees with a similar job title might have different responsibilities as well as a different level in their respective companies´ hierarchies. This can lead to inconsistencies in compensation or career progression, triggering employee dissatisfaction and higher turnover thus cost inefficiencies.

What you need?

A job catalogue with a framework including job families and sub-families based on well-defined job profiles that identify core tasks and responsibilities. It should be possible to assign positions and employees to jobs as well as job families. Ideally, responsible stakeholders should have the opportunity to be involved in the process to ensure the best fit to business needs.

No model information for recording job-related master data

Today, job data is more than a simple employment record. Jobs need to be linked to more complex characteristics such as compensation data, privilege packages, person data, etc. This data is very rarely consistently stored and managed, making it almost impossible to ensure data quality, especially in periods of growth. The job architecture risks becoming outdated, thus leading to having a faulty baseline for decision making.

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What you need?

A solution that helps you utilize a unique master for job and employee data recording that is subject to access rights control. This master should be supported by a multi-stage approval process to provide highest data quality. This will help ensure that all data related to a position is accurate, comparable and secure. Compliance to both internal and external standards can consistently be ensured and the organization can handle structural changes brought by growth with ease.

Unreliable structural reporting and analysis of jobs

Despite HR employees being able to identify individual employees in the system, they are unable to carry-out structural reporting and analysis for similar jobs. Since the data used for the reports is collected from various sources, stored inconsistently and differs from one system to another, comparability become almost impossible. This means that all aspects of talent management are weakened and the business strategy is hindered.

What you need?

A consolidated job data base that provides highest quality of data for reporting. Your organization should be able to control the process in real-time and to create detailed reports. Being able to easily return the results to your local systems would enable time gains and ensure data consistency at any time, even during structural changes.
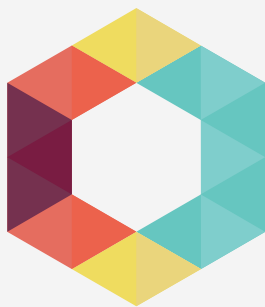
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TO SUM IT UP

A well-defined job architecture supports all aspects of successful strategic workforce planning and is heavily reliant on employee data. An effective job architecture should…

- ✓ …provide a consolidated baseline for job grading

- ✓ …give control over employees to jobs assignment and mapping

- ✓ …be built on reliable employee- and job- related data

- ✓ …be flexible and continuously adjusted to your business needs

Managing and maintaining a strong job architecture can be an extremely complex and time-consuming task, especially for large global companies in periods of growth or structural changes. M&A transactions are an example of structural change that requires a solid and accurate job architecture for their integration to be successful. It is necessary to face the complex challenges brought by such changes, with an appropriate solution that offers:

- Job catalogue that enables grading and mapping

- Assignment and mapping of employees to jobs

- Easy to access and unique assembly of relevant employee data

- Role and permission-based management

- Multi language support

The COLMEIA cloud service was created by HR professionals for exactly the purpose of helping you unleash the full potential of your job descriptions, and even more…

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