

Job Architecture

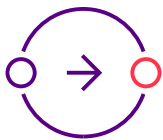
Enabling workforce agility with a strong data foundation for planning

Why job architecture matters

Organizations today face rapid change: emerging industries and evolving skills are driving job redesign, while AI and automation are reshaping responsibilities and skill sets.

Without a clear job architecture, roles, titles, and pay structures become inconsistent, making workforce planning, talent mobility, and fair compensation hard to achieve.

A well-structured job architecture provides clarity and transparency, linking work to skills, supporting career growth, and enabling data-driven decisions as companies to navigate change:



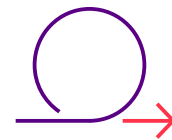
Shifting market demands

Emerging industries and evolving skills will drive job redesign and workforce rebalancing.



Technology and automation

AI and automation will reshape jobs, requiring a redefinition of job responsibilities and skill sets.



Workforce fluidity

Organizations need adaptable job structures to optimize talent mobility and workforce planning.

Managing thousands of positions and linking them to real work and skills is tough

Common barriers include:

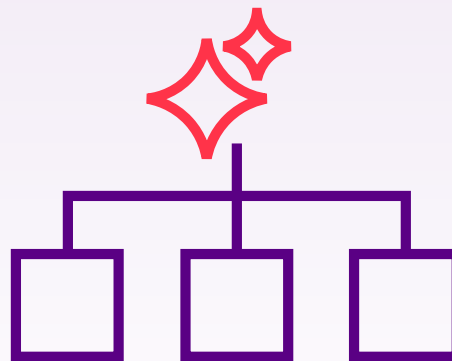
- ▶ **Complexity and scale:** Regional variations, inconsistent titles, overlapping roles, and too many positions hinder standardization.
- ▶ **Technology and data:** Outdated HR systems and unstructured data lack the fields needed for job architecture.
- ▶ **Compensation issues:** Poor job leveling leads to pay compression and salary disparities across regions.
- ▶ **Continuous revision:** Treating job architecture as a one-off project leaves organizations with outdated structures that no longer reflect how work gets done

“We had different titles for the same work, same titles for different work, and pay all over the place. It was chaos and workforce planning was impossible.”

Introducing Orgvue

Orgvue turns messy position data into clear, structured job architecture.

- ▶ **Unified data:** Combine HR, finance, and regional sources into one source of truth.
- ▶ **AI-powered role clustering:** *Henshaw* Roles groups thousands of positions into meaningful clusters in minutes, not months.
- ▶ **Role grid builder:** Add families and job levels to support skills planning, career paths, and fair pay.
- ▶ **Spot risks:** Quickly find gaps, duplications, or inconsistent roles.
- ▶ **Enhanced design:** Add detail on skills, accountabilities, and costs to guide future planning.



A well-structured job architecture informs strategic and operational programs

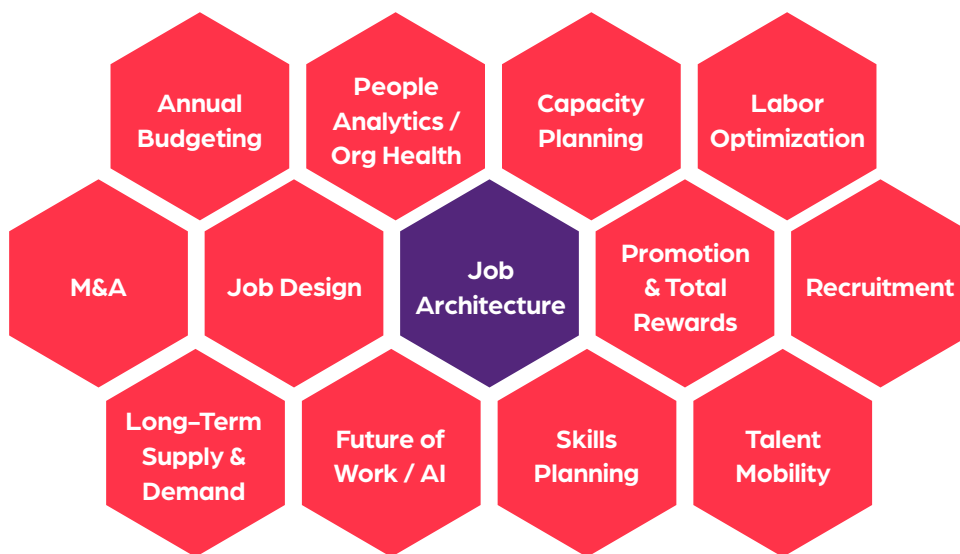
Financial Planning

Deliver bottom line results



Operations

Improve productivity and capacity



Workforce Planning & Transformation

Deliver bottom line results

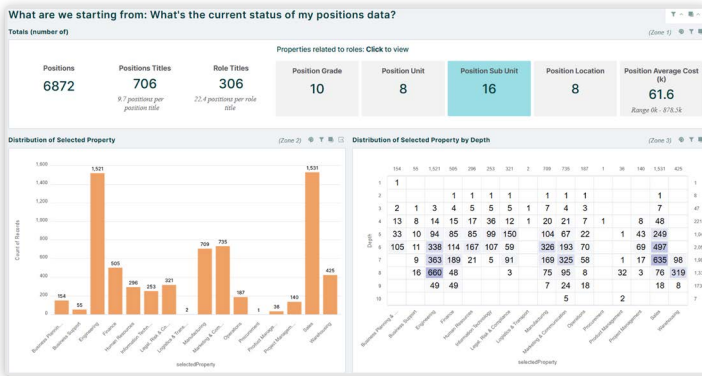


Skills-based Org

Evolve talent supply

1. Unify and assess current positions data

Orgvue brings together data from finance, HCM and regional systems into a single trusted source of truth. Once you understand your current positions data, where there are gaps and overlaps, you can start to build your planning foundation.



▲ Understand the position data in more detail

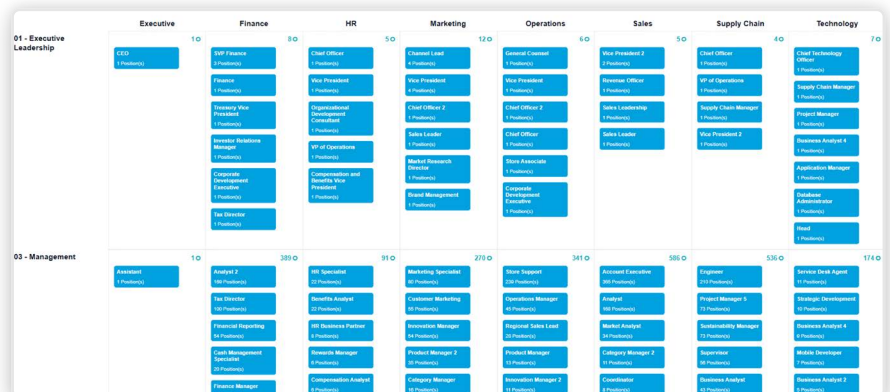
Answer questions such as:

- ▶ Which grades have most positions tied to them?
- ▶ How many positions and position titles are there?
- ▶ Where is there a proliferation of position titles?
- ▶ What is the distribution of positions by pay, level or location?

2. Aggregate positions into roles and build a role grid

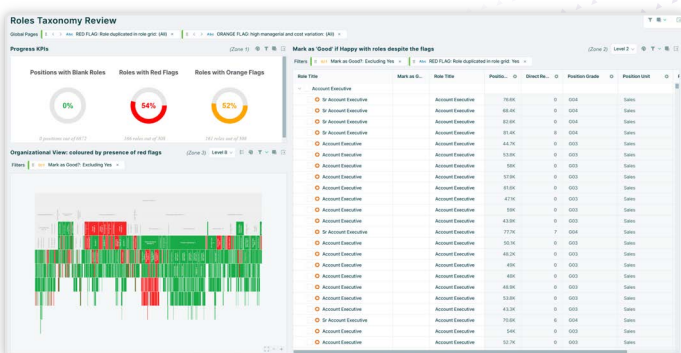
Use Henshaw Roles AI to group similar positions into role clusters that represents how work is actually done in your business.

- ▶ Select your dataset of positions
- ▶ Henshaw AI fills in role properties automatically
- ▶ Review and confirm the details
- ▶ Henshaw groups roles into clusters, ready for the role grid
- ▶ See positions organized by role clusters and job levels
- ▶ Adjust roles in the grid to refine and validate your structure



▲ View consolidated positions in clusters of roles and at different levels in the organization and identify gaps or areas of risk

3. Review role grid



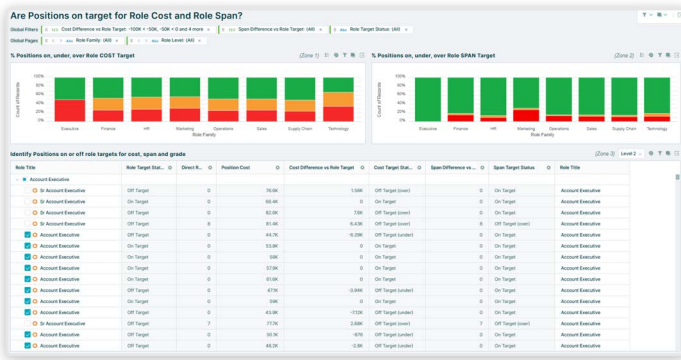
▲ Create talent pools to find the best fit for every role in your new structure

Use Orgvue's pre-built analysis templates to assess and correct issues in the taxonomy.

Answer questions such as:

- ▶ Are there any red flags, duplications or roles without positions?
- ▶ Where do the same roles exist in multiple managerial levels?
- ▶ Which role titles have wide variation of cost or accountabilities?

4. Add additional role data

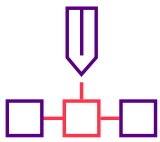


▲ Flag where positions are on target for Role Cost and Role span

Enhance the data infrastructure with more granular fields to enable micro level design.

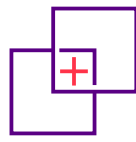
Set targets for the different levels for accountabilities, activities, and skills required for a role.

Use cases



Organization & AI transformation

- ▶ Cut complexity with automated job clustering
- ▶ Build new job structures, align pay grades, and job levels
- ▶ See workforce demand shifts and retrain or reallocate staff



Mergers & Acquisitions

- ▶ Standardize headcount, cost, and role data across businesses
- ▶ Compare skills and pay practices
- ▶ Redeploy staff by matching transferable skills instead of layoffs



Workforce Planning

- ▶ Create a clear baseline linking work, roles, and skills
- ▶ Find current and future skill gaps
- ▶ Feed training, succession, and promotion plans into HR systems

“Henshaw AI sped up our workforce planning by at least six months compared to manual methods.”

VP of Org Design

Orgvue is an organizational design and planning platform that empowers your business to transform its workforce by understanding the work people do and the skills they have. Our platform connects strategy to structure, providing clarity of vision, so you can build a more adaptable, better performing organization that thrives in a constantly changing world of work.

The world's largest and best-known enterprises and consulting firms use Orgvue to visualize and model current and future states of the organization and make faster, more informed decisions. The company is headquartered in London, with offices in Philadelphia, The Hague, Toronto, and Sydney.

For more information please contact:

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