Job Catalogue (Re-)Design – Maximizing your HR Technology Investment

A combination of changing business environments, shifts in organizational strategy, and major IT transformations is rendering current approaches to traditional job structures obsolete.

For many companies who have a traditional job catalogue design that is rigid and detailed, what was once an asset has become a liability in today’s agile business environment. In particular, the digital business dynamic has changed the way work is done. Cross-functional project teams are assembled and dissolved based on business needs; accountability and empowerment are valued above hierarchy and silos. Flexible, evolving and multidisciplinary roles working in agile networked teams are becoming the norm and contingent workers plus automation are integral parts of the workforce.
To ignore the importance of a future-proof Job catalog is to risk the cloud investment.

Traditional organizational structures are often incompatible with these new ways of working. Job grading and its documentation can be maintenance heavy and is not able to keep up with new and evolving roles or organizational changes. Finally, reward structures do not align easily with the dynamics of flexible roles and people movement. All this calls for companies to design a future proof alternative proposition.

In this respect, when implementing a Human Capital Management (HCM) system, such as Workday or SAP SuccessFactors, provides opportunities to piggyback and develop job architecture strategies to support the changing organization. This is particularly relevant, as cloud-based solutions require an adapted job architecture anyway to make use of their superior functionalities.

However, instead of using the momentum to reflect on job architecture changes – in particular job catalog design - many companies simply load their outdated and unstructured job landscape into the cloud. Since the quality of data put into the HCM solution has a direct impact on the system delivered to its users, this often results in “garbage in, garbage out.”
Even a minimum investment in updating your job catalogue leads to superior results

Developing a streamlined global job catalogue framework in close alignment with the respective HCM requirements not only addresses pressing HR requirements, but also facilitates the overall technology implementation and application.

- Increased ROI: Front-end planning around job architecture creates efficiencies, better return on investment and shortens implementation time
- Consistency & Stability: Alignment of organization’s job data to the HCM architecture as a stable and consistent building block for job information
- Enhanced Functionalities: Increased reporting functionalities, capabilities, and system performance to maximize workforce planning, compensation analysis and succession planning
- Improved Application: Stakeholder usability in areas such as workflow, self-service and role based information access
- Added Value: Strong foundation for various HR concepts that facilitate state of the art talent and reward programs plus effective planning

Organizations planning to implement a cloud based HCM solution should start by defining their aspiration levels both for technology and job architecture:

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**Fig. 2 – Job Architecture Implementation Spectrum**

<table>
<thead>
<tr>
<th>Technology</th>
<th>Job Architecture</th>
</tr>
</thead>
<tbody>
<tr>
<td>Minimal</td>
<td>Enhanced</td>
</tr>
<tr>
<td>Minimal investment in job architecture to fulfill (minimum-) system requirements</td>
<td>Improved job structure to ensure improved system functionalities and a successful deployment</td>
</tr>
</tbody>
</table>

Realizing benefits of new technology with streamlined structures | Developing a winning job architecture landscape |
System should not drive design, but certain elements need to be taken into account

Overall, the job catalogue needs be aligned to the core terminologies of the respective solutions – Workday or SuccessFactors are in principle no different. The results can then be used as a road-map that informs all of the key foundational HCM setup items.

The development begins with the premise that the job role (SuccessFactors) or job profile (Workday) is the consistent building block upon which core functionalities are built and connected. All jobs are allocated to job families (groups) based on the nature of work performed – agnostic of organizational structure or reporting relationships – which is in line with “Future of Work” thinking described above. Since roles/profiles are also defined more generically than traditional jobs, the overall number of them is significantly reduced. This is an effective way to cope with dynamic and continuously changing work environments.

**Fig. 3 – Steps in establishing a job catalogue structure**
The ultimate goal is to create a job catalogue with consistent criteria that allows companies to access and report on job data in ways that are most useful to their organization. By adding information on key tasks, skills and competencies, as well as corresponding grading results, the job catalogue can further provide insights on possible career moves in order to support an integrated talent development policy.

Timing the decision as to when to (re-)design the job catalogue when moving to the cloud varies from one organization to another. There are several options for initiating such a project with corresponding advantages and challenges. It is advisable to establish at least a foundational job catalogue in the early stages of the HCM implementation. It may add to the initial timeline, but the payoff should not be underestimated, since it is much more difficult to go back to do such changes once the system has been configured.

Deloitte helps optimizing the value of your technology investment through a single provider, offering a global team of experienced subject matter experts in job architecture as well as certified Workday and SuccessFactors practitioners.

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