WHY JOBS STILL MATTER

PART 2

In part one of this series, we explored the ongoing transition to a skills-centric approach and why jobs will remain a key human-capital component, even as this shift gains momentum. Here in part two, we will delve into how the architecture of jobs is evolving to support a skills-centric approach and how Workday enables these ever-advancing practices.

WHAT DOES JOB ARCHITECTURE MEAN?

Job architecture is far more than just a job catalog; it is a consistent framework of definitions and nomenclature used to describe jobs and their relative hierarchy within an organization. Job architecture represents the master set of job titles and profiles to be used across business lines and regions, ensuring consistency and clarity in roles and responsibilities.

Job architecture helps organizations categorize jobs, streamline work processes, set clear career paths, and provide growth opportunities for employees. By establishing a well-defined job architecture,

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organizations can create a structured environment where employees can see the potential paths in front of them and the opportunities available within the organization. This visibility into career progression can significantly enhance employee engagement and retention, as people are more likely to stay with an organization that offers distinct and attainable growth opportunities.

WHERE DOES JOB ARCHITECTURE FIT IN A SKILLS-BASED ORGANIZATION?

In an agile organization, skills are at the forefront of job architecture. A skills-based job architecture harmonizes employees' skillsets, capabilities, and corresponding proficiency levels with the activities and tasks required by specific jobs. It enables organizations to define what skills are needed where, and how required skills fit together to highlight both gaps and opportunities for filling them, often in unconventional ways.

When connected to a skills-based talent model, a skills-based job architecture can enhance productivity and efficiency while fostering innovation. By associating key skills with jobs, organizations can create a non-linear, matrixed career map that supports non-traditional career pathing, thus opening up new workforce deployment opportunities. This approach also provides flexibility, agility, mobility, and alternative paths to career growth, allowing employees to navigate their careers in ways that align with their interests and abilities.

HOW CAN WORKDAY ENABLE THIS SHIFT?

Workday offers several tools and features to support a skills-based job architecture:

- **Skills Alignment:** Workday allows organizations to map skills to specific job profiles and job families, ensuring that employees' capabilities are aligned with their responsibilities. The ability to capture skill criticalities within specific jobs and job families enables organizations to track the skills that are most important to the organization's goals. With skills aligned to jobs and positions, required skills can be seamlessly highlighted in job requisitions to ensure organizations are pursuing talent in alignment with the organization's strategic intent.

- **Skills Cloud:** Using machine learning, Skills Cloud can infer relevant skills for both jobs and employees, helping organizations identify gaps and opportunities for development. The capabilities of Skills Cloud are strengthened by the power of a robust job architecture within Workday, since its job titles, summaries, and descriptions supply the necessary data for inferring useful results.

- **Opportunity Marketplace:** Powered by Skills Cloud machine learning, Opportunity Marketplace provides employees with learning and networking opportunities based on current skills and those they may be interested in developing, enabling employees to explore new roles and connect with colleagues who can support their career growth.

- **Career Hub:** The Career Hub offers opportunities that align with employees' current skills and interests, helping them to identify and pursue their desired career paths. A recent enhancement to the Career Hub, the Career Path Builder, uses AI to help employees design personalized career paths based on their unique skills, interests, and historical job transitions within the organization. By integrating career and job profile data, the Skills Cloud, and individual interests, the Career Path Builder employs sophisticated machine-learning algorithms to generate insightful and actionable recommendations from the context of the organization's job architecture. The Career Path Builder increases awareness of internal options, thereby fostering improved talent retention and career mobility. Furthermore, it empowers employees to identify and cultivate specific skills, effectively preparing them for future positions.

- **Skill Feedback:** Employees can provide and request feedback to validate their skill levels. This feedback can then be incorporated into talent management activities such as talent reviews, succession planning, and performance conversations.

- **Delivered Reports and Dashboards:** With Workday's out-of-the-box reporting capabilities, organizations can gain additional transparency into the supply and demand of skills across their workforce. With insights surfaced through the Skills Dashboard, users can visualize skills adoption and engagement, see snapshots of team skills, and quickly get a sense of skill gaps and opportunities within groups and across the organization.

- **AI Enhancements to Workday Job Architecture:** Upcoming functionality includes the Intelligent Job Architecture Hub—an AI-powered workspace bringing together insights and actions to manage job architecture from a single place. Other planned enhancements involve leveraging generative AI to produce timely job profiles, thus accelerate recruiting processes; and utilizing AI to add skills suggestions to job profiles and to simplify maintenance with redundancy detection so job profiles remain organized and consistent.

WHAT INNOVATIONS MAY LIE AHEAD?

Workday continues to innovate and expand its capabilities to support skills-focused functionality based on strong job architecture features. Its roadmap includes enhanced machine learning algorithms for more accurate skill recommendations, expanded integration with external learning platforms, and advanced analytics to provide deeper insights into skill trends and workforce planning.

By leveraging Workday's tools and features, organizations can create a dynamic, skills-driven approach that empowers individuals and optimizes their contributions through a well-defined job architecture. This approach not only enhances organizational efficiency but also fosters a culture of continuous learning and development, positioning the organization for long-term success.

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