CASE STUDY
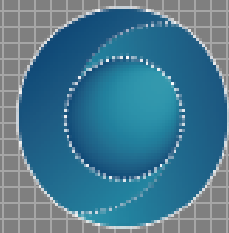
TALENT LIFECYCLE DESIGNS
ATTRACT · GROW · ENGAGE

Client Info

Industry: ADVERTISING

Employee Size: 300

HR Team Size: >5

PROJECT: ESTABLISH A DEFINED ROLE ARCHITECTURE

Talent Lifecycle Stage(s):
- ☐ Attract & Acquire
- ☑ Learn & Grow
- ☐ Culture & Engagement

Type of Engagement:
- ☑ Gap analysis
- ☑ Resource creation
- ☑ Advisory
- ☑ Facilitation

The situation and need:

The company had grown organically so quickly that new titles and compensation structures were being created haphazardly and without consistency. Angela was engaged to create standardization in approach to titles across the organization, as well as to leveling, capability identification, career pathing, and reward structures.

Approach and techniques deployed:

- Listening tour to understand and uncover needs, company culture, and motivations
- Review of current job descriptions, titles, and org charts
- Facilitated sessions with company executive team on role needs in their organization
- Creation of a career path matrix plus supporting documentation and job aids

Key output and impact:

Angela architected a comprehensive job architecture matrix to house all roles, developed a consistent approach to leveling of those roles within and between grades, and recommended an approach to rewards and compensation. She also established multiple job families and recommended revised titles to fit within the new structure, including how contractors fit in to the structure. Intentional sensitivity was made to roles not within the US, based on local titling customs.

All of this drove to a detailed review of employees who were in roles or levels above or below their competency level, and an approach was created to address that. Angela also advised on the design of a process for future hiring and promotions into these newly created roles, created talking points and a draft communication plan for the roll-out of this matrix, and advised on an approach to employee recognition as it related to both tenure and performance.

Since being launched, the job architecture matrix is being actively used by the executive team as a guide for hiring, promotions, and internal movement and is also informing work on resource and staffing plans.

> *"Angela was patient, flexible and was an excellent listener to everyone involved in the process. She was able to take the thoughts and opinions of several and drill down the key objectives. Always, with a smile!" - TC, SVP of HR*