Deloitte.

EMPSIGHT
compensation surveys & consulting

Sample

2023 Global Job Architecture Practices Survey

Overview of Findings

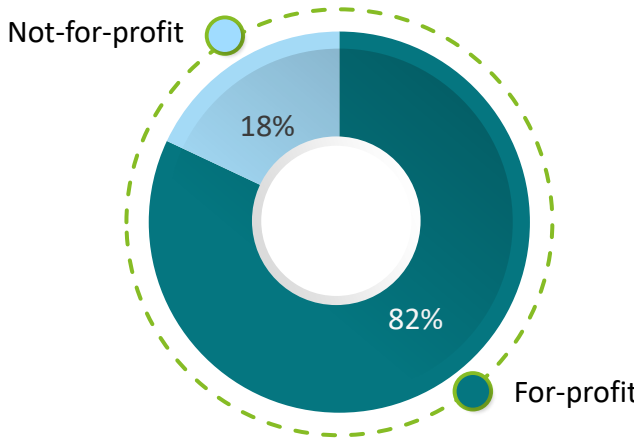MAKING AN IMPACT THAT MATTERS
since 1845

PARTICIPANT PROFILE

308 organizations representing a variety of industries and a balanced revenue mix completed the Deloitte's 2023 Global Job Architecture Practices Survey.

Indicate your organization's most recent fiscal year end (FYE) revenue in US Dollars (n=284)
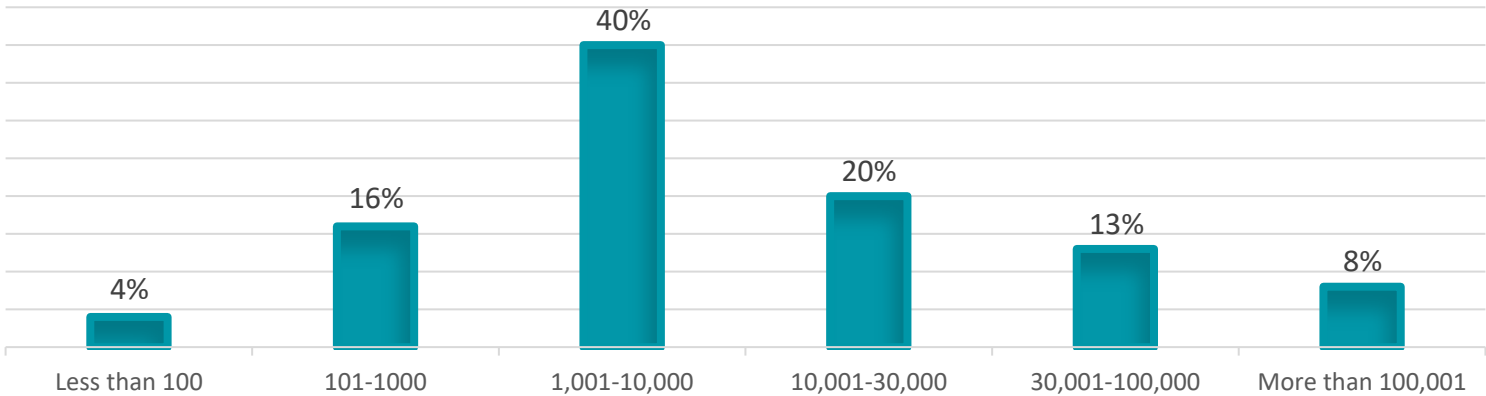
- $25 billion and above: 17%
- $5-25 billion: 26%
- Less than $5 billion: 57%
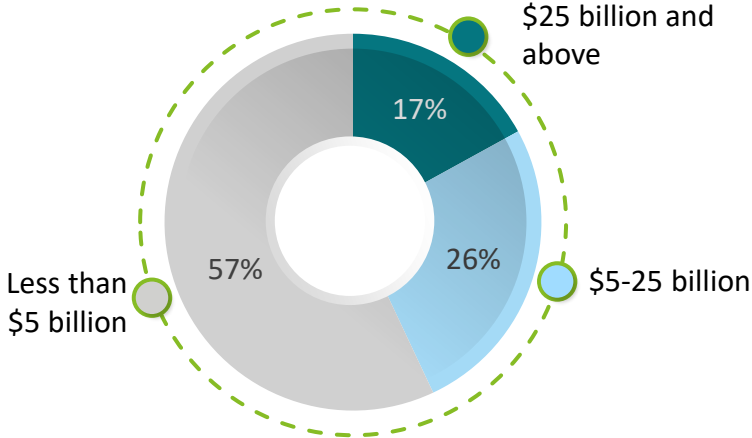
Is your organization structured as a for-profit or not-for-profit entity? (n=308)

- Not-for-profit: 18%
- For-profit: 82%

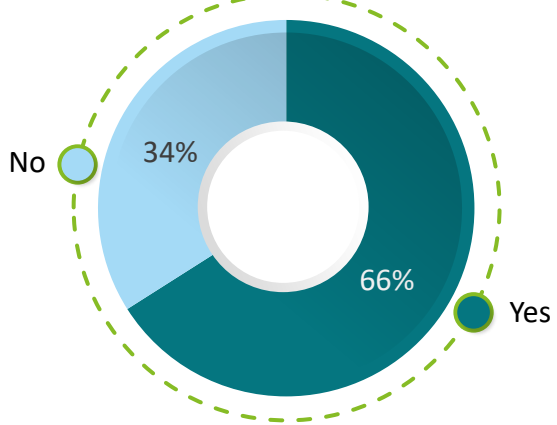## Indicate your organization's primary industry classification? (n=308)

Consumer	21%
Energy, Resources & Industrials	17%
Financial Services	18%
Government & Public Services	1%
Higher Education	4%
Life Sciences & Health Care	15%
Professional/Business Services	5%
Technology, Media & Telecom	18%
Transportation	2%

Please indicate the number of regular employees (excluding contractors/contingent workers. (n=302)
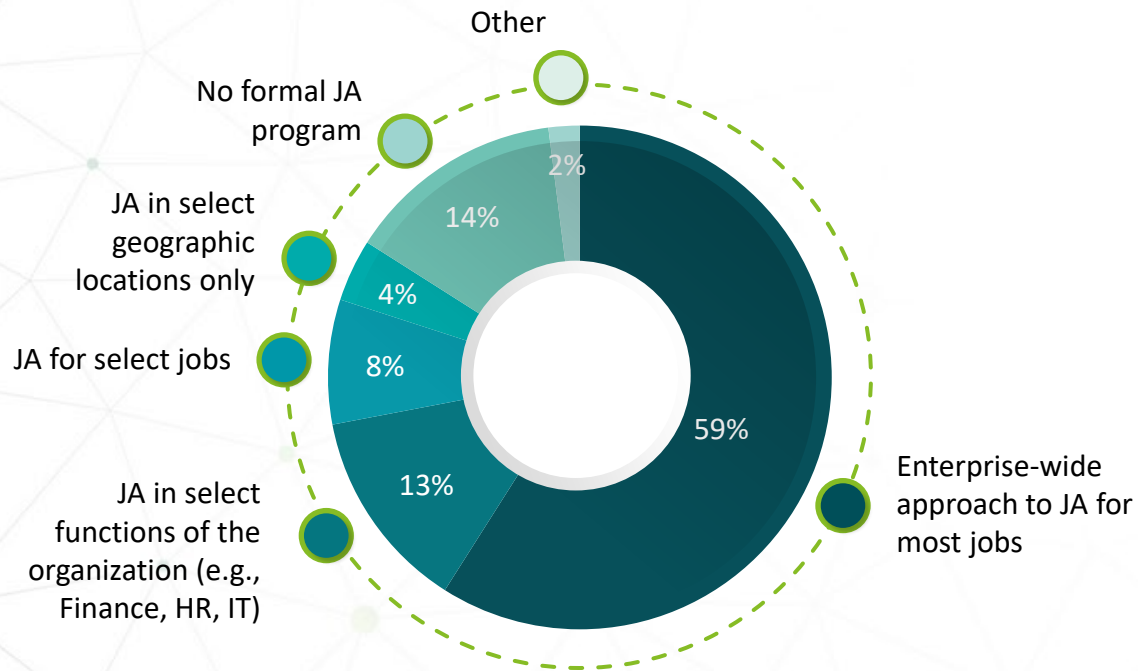
- Less than 100: 4%
- 101-1000: 16%
- 1,001-10,000: 40%
- 10,001-30,000: 20%
- 30,001-100,000: 13%
- More than 100,001: 8%

Do you utilize a contingent workforce? (n=308)

- No: 34%
- Yes: 66%

JOB ARCHITECTURE STRATEGY AND DESIGN

Participants were asked about the coverage of their current job architecture (JA) structure.

Which statements best describe your organization's current JA structure? (n=307)

- Other — 2%
- No formal JA program
- JA in select geographic locations only — 14%
- JA for select jobs — 4%
- JA in select functions of the organization (e.g., Finance, HR, IT) — 8%
- 13%
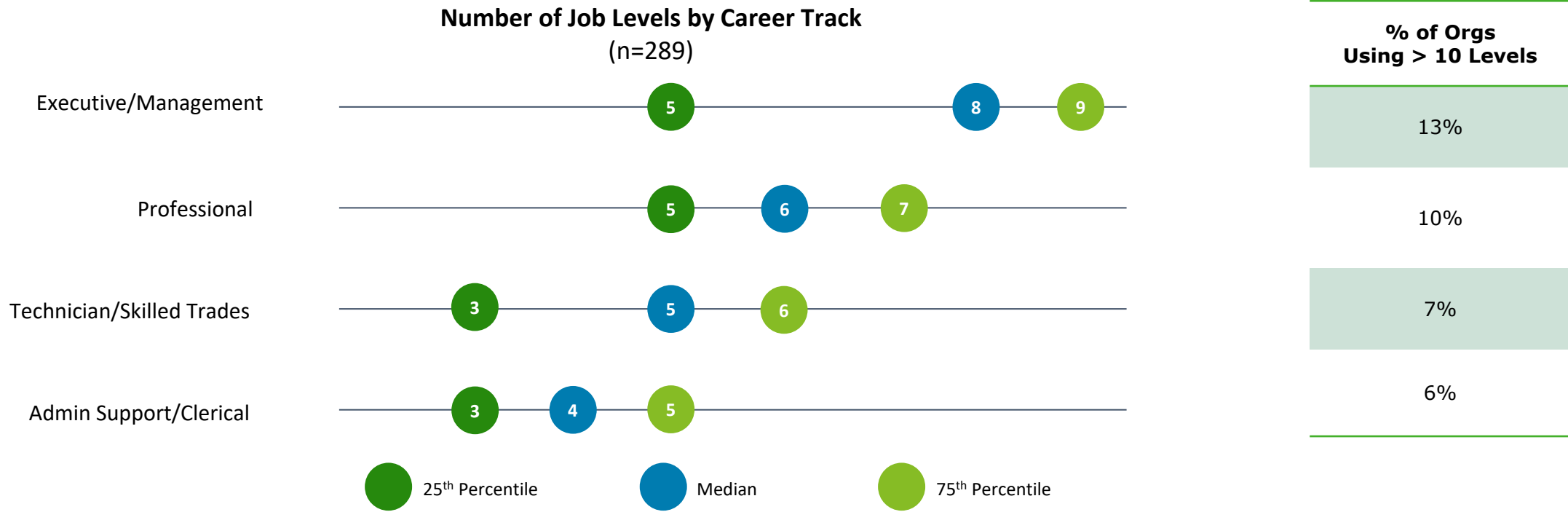- Enterprise-wide approach to JA for most jobs — 59%

Which of the following elements are part of your current job architecture program? (n=296)

Job titles	86%
Pay structures/ranges/grades	85%
Job leveling	84%
Functions and Families	72%
Career pathing	48%
Program governance guidelines and processes	32%
Competency/ Skills Framework	31%
Point factor job evaluation	20%
Other	2%

NUMBER OF JOB LEVELS BY CAREER TRACK – GLOBAL OVERVIEW

Participants were asked to share the number of job levels used to differentiate jobs within the career tracks of executives/managers, professionals, technicians, and administrative support.

Number of Job Levels by Career Track
(n=289)

Career Track	25th Percentile	Median	75th Percentile
Executive/Management	5	8	9
Professional	5	6	7
Technician/Skilled Trades	3	5	6
Admin Support/Clerical	3	4	5

● 25th Percentile ● Median ● 75th Percentile

% of Orgs Using > 10 Levels
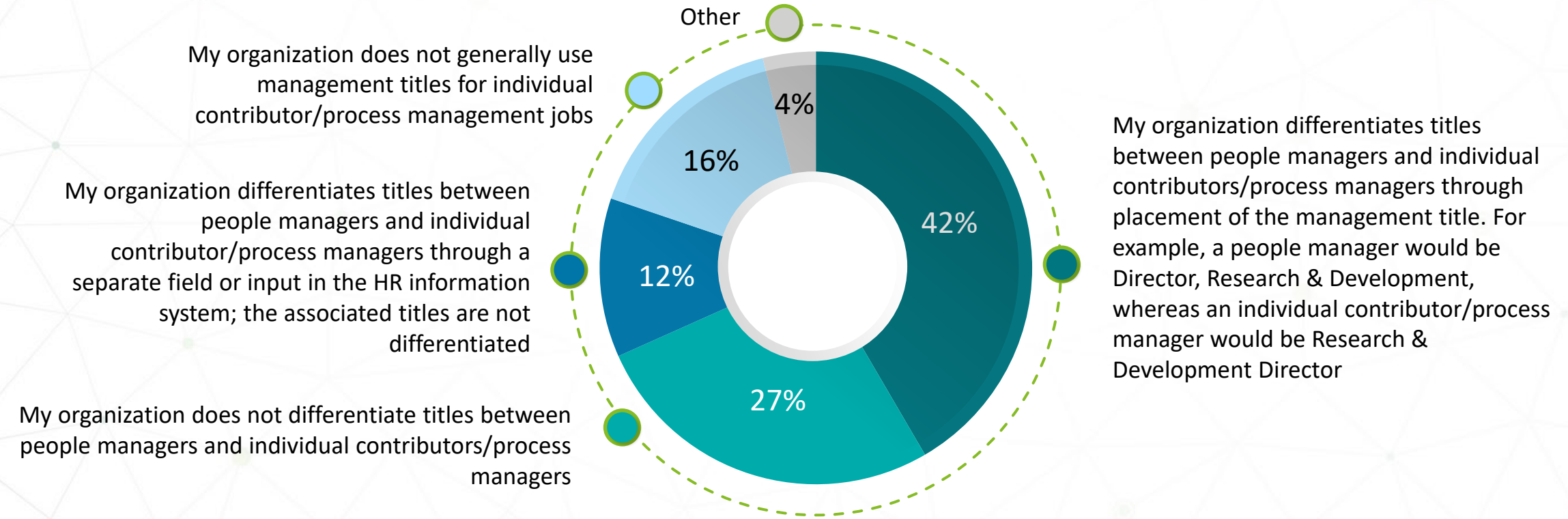
13%
10%
7%
6%

- Participants reported using a median of 8 levels in the management track and 6 levels in the professional career track. They also use a greater number of levels in the technician/skilled trade (5) than administrative support career tracks (4). The range of career levels overall has increased since 2020.

JOB LEVELING NAMES, TITLING NOMENCLATURE

The 2023 survey has taken a boarder approach towards titling practices, classifying in four main categories: Executive / Management, Professional / Individual Contributors, Technician and Skilled Trades, and Administrative Support and Clerical

Which of the following statements best describes the use of "management" job titles at your organization?

Other

My organization does not generally use management titles for individual contributor/process management jobs

My organization differentiates titles between people managers and individual contributor/process managers through a separate field or input in the HR information system; the associated titles are not differentiated

My organization does not differentiate titles between people managers and individual contributors/process managers

My organization differentiates titles between people managers and individual contributors/process managers through placement of the management title. For example, a people manager would be Director, Research & Development, whereas an individual contributor/process manager would be Research & Development Director
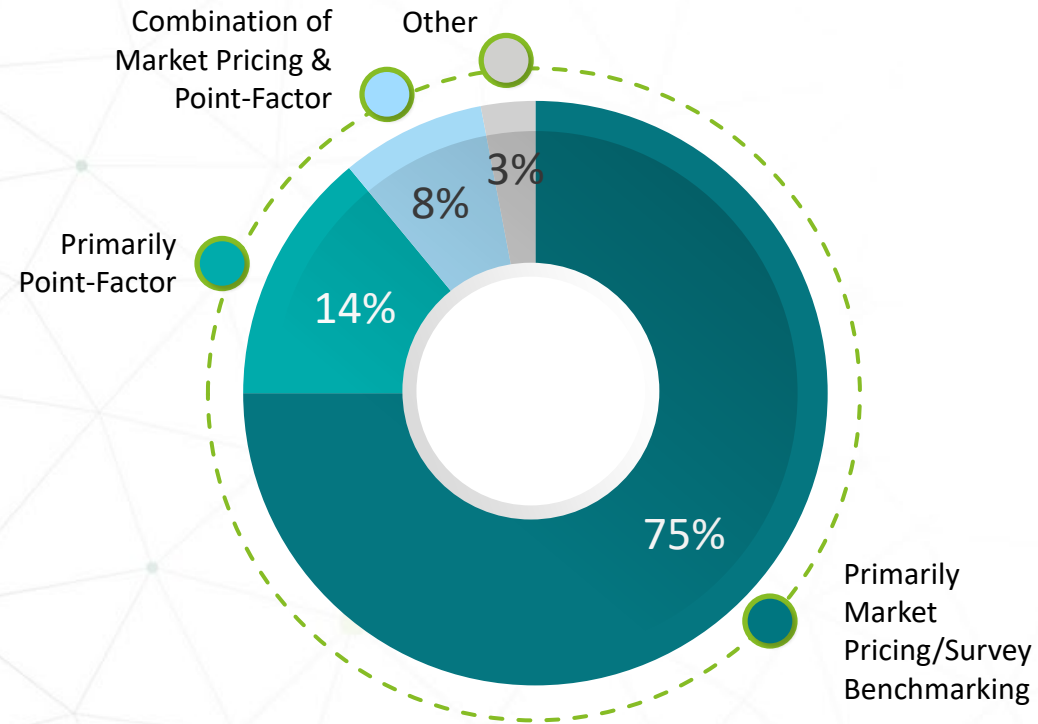
4%

16%

12%

27%

42%

Over half of the respondents said their companies maintain guidelines for the use of their titles differentiating Executives / Management from Professional / Individual contributors as it relates to those with no direct reports and are not people managers.
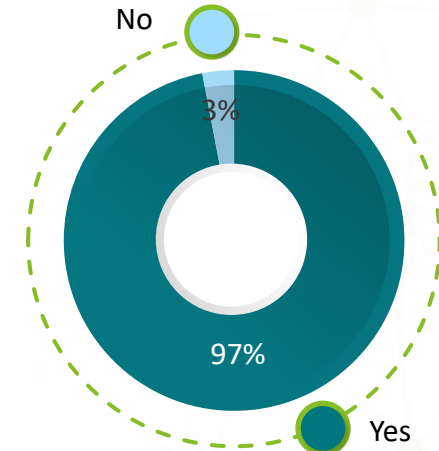27% allow individual contributors to use management referencing titles.

JOB LEVELING NAMES, TITLING NOMENCLATURE

Job evaluation looks at the relative value of jobs in an organization to ensure fair and equitable pay practices. Respondents were asked various questions about their job evaluation practices.

What methodology do you primarily use to assess the relative value of your jobs? (n=294)

- Combination of Market Pricing & Point-Factor — 8%
- Other — 3%
- Primarily Point-Factor — 14%
- Primarily Market Pricing/Survey Benchmarking — 75%

Does your organization market price jobs using compensation surveys? (n=297)

- No — 3%
- Yes — 97%

If yes, approximately what percentage of jobs do you benchmark (using market pricing) on an annual basis? (n=285)

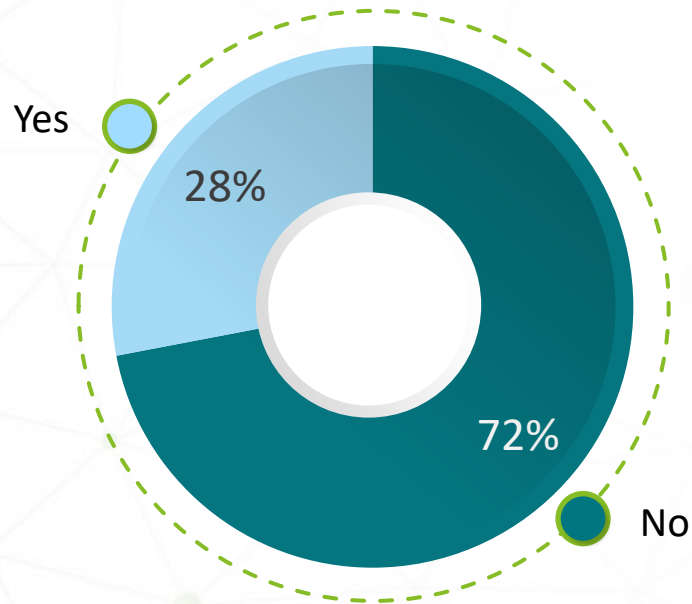| Greater than 60%	41-60%	21-40%	11-20%	10% or less
60%	18%	13%	3%	7%
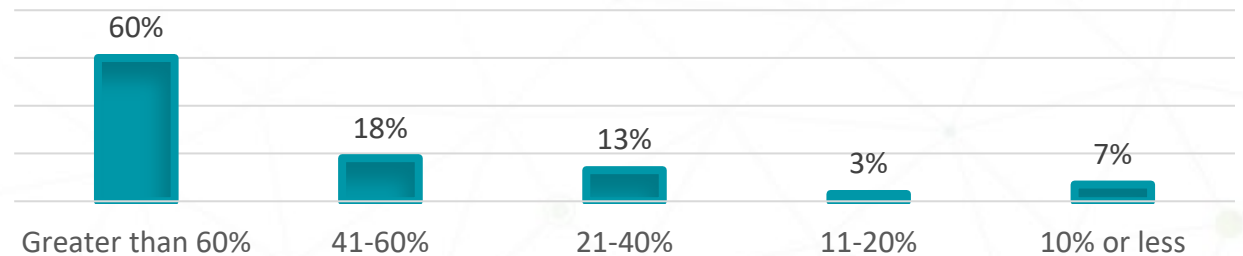
> 75% of organizations use market pricing/ survey benchmarking, which is a 5% rise in organizations from 2020 (70% in 2020). Of those that use compensation surveys, the majority (60%) noted they benchmark over 60% of their jobs.
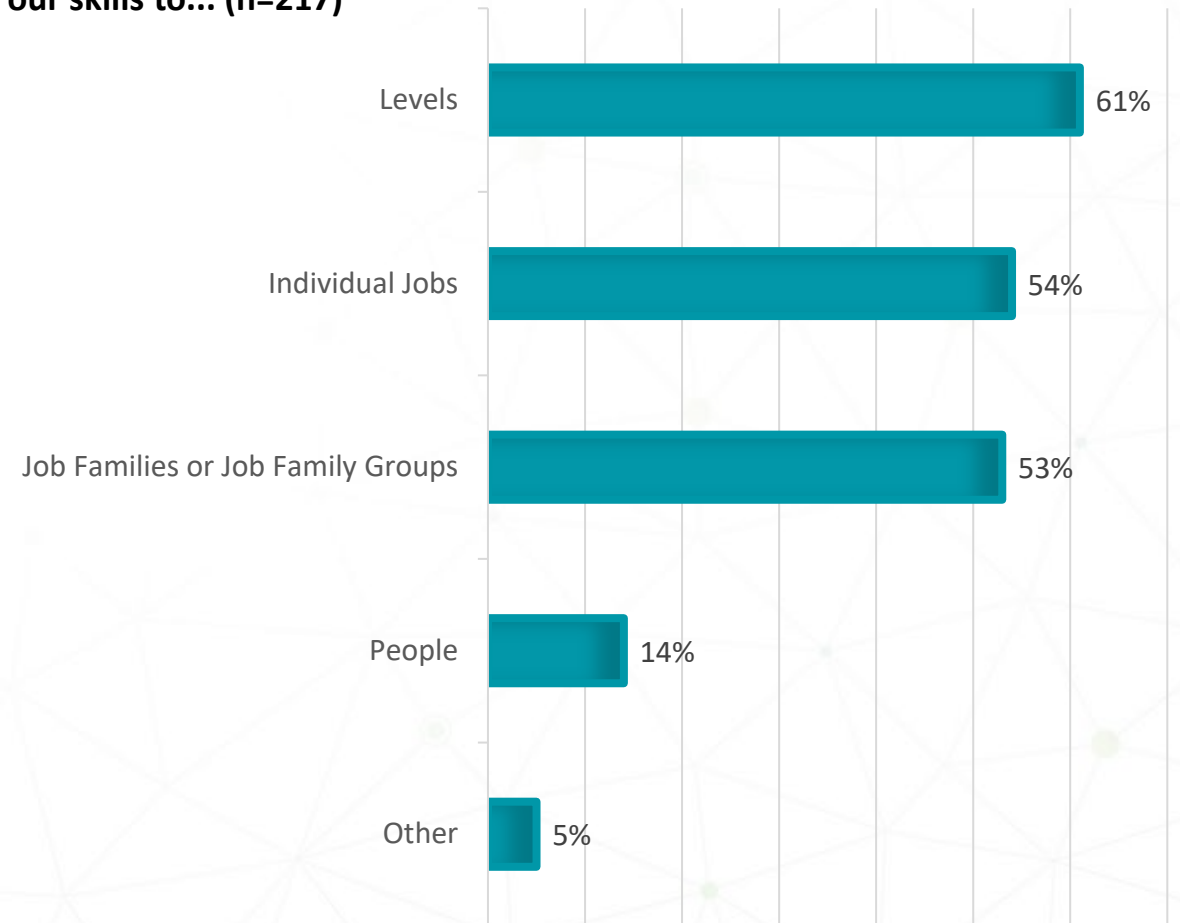
ALIGNMENT OF SKILLS TO JOB ARCHITECTURE

In 2023, we included a new section to the Job Architecture Survey to look at the potential shift of employers moving to or incorporating job skills and competencies in their job architecture program.

Does your company connect job skills and competencies to the job architecture program? (n=290)

- Yes — 28%
- No — 72%

28% of participating organizations are incorporating job skills and competencies to their job architecture program, with over half of respondents attaching skills to levels, jobs, and job family / family groups.

Please check all that apply regarding skills and competencies. We attach our skills to... (n=217)

Levels	61%
Individual Jobs	54%
Job Families or Job Family Groups	53%
People	14%
Other	5%

Thank you.

For more information about this study or to discuss Job Architecture, please contact:

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