

Introducing Career Architecture

A Manager's Guide



Electronic Systems: Career Architecture

Manager Guide

Introduction/Background

In recent years, Electronic Systems (ES) has undergone a series of changes – including transformations and acquisitions. One result of these large scale change initiatives is the difficulty in understanding how jobs and career opportunities are similar or different across ES. In an effort to facilitate this understanding, ES implemented the Career Architecture to provide a common language to build an integrated job framework which reflects internal equity and external marketplace practices and facilitates development of employees. The Career Architecture provides a framework for organizing jobs across the ES division, regardless of the person doing the work or the location where it is performed.

Why Career Architecture?

It enables ES to manage our business our people and our costs more effectively and efficiently.

The Career Architecture Framework

Why is this important? One of the business drivers behind implementing a common, integrated Career Architecture is to provide ES employees with a more consistent framework that supports career development and a clear understanding of the career path for their current and future roles. In fact, this initiative is part of our broader focus on talent— talent retention and development.

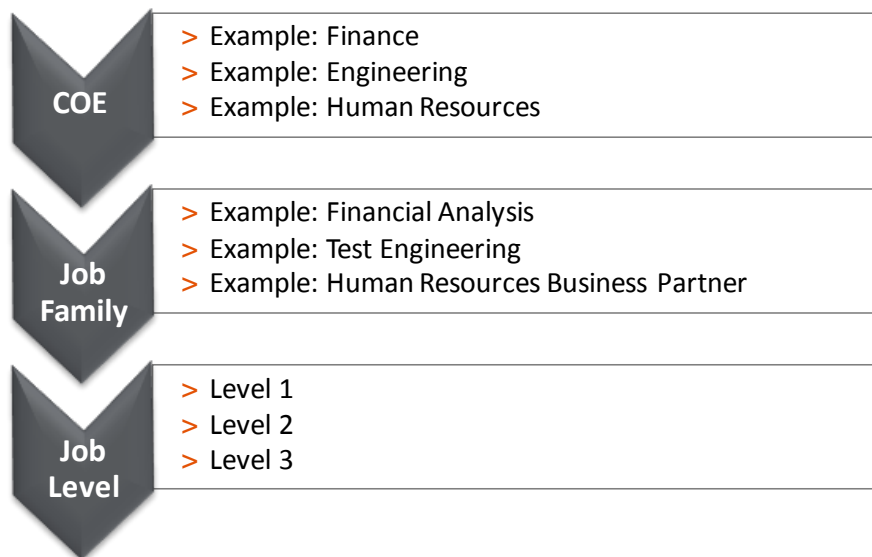
Employees will have a greater understanding of their career path, both for their current role and for future roles.

The integration into the ES Career Architecture means that all positions will be mapped into a common job structure. With Career Architecture in place, the same job will be described consistently, regardless of location. The common job structure will improve our ability to manage our geographically dispersed workforce, provide employees with a clear understanding of how their position fits into the Career Architecture, and what they need to do to advance and manage their careers.

Career Architecture contains the Centers of Excellence (COEs), Job Families within those COEs (e.g., Audit and Accounting would be job families within the Finance COE) and a set of Career Ladders with Job Levels making it easier to determine where or how a specific job fits into the broader context of the organization. The following graphic depicts how the Career Architecture is structured:

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Implementing the Career Architecture: Understanding the Process

How were jobs mapped into the Career Architecture? We followed a collaborative and inclusive process to ensure jobs were accurately mapped into the ES Career Architecture. The process entailed working with business leaders to assess all positions across each COE (e.g., Finance, Engineering, HR, etc.).

Mapping jobs into the ES Career Architecture focused on analyzing the job and job responsibilities – not the individual who is performing the job. The mapping methodology assessed the requirements of the role.

Impact on and Benefits to Employees

What does this mean for our employees? It is critical to reinforce that Career Architecture is about defining jobs and roles and achieving a common viewpoint. It is not an exercise aimed at reviewing employee compensation.

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The benefit to employees is a clearly defined career path. Employees will have a greater understanding of their career path, both for their current role and for future roles, while having a greater focus on career development and better view into opportunities available to them across the organization. Once implemented, Career Architecture will provide employees with a standard set of Job Families, Job Levels and titles which accurately reflect the nature and level of their work. The result for employees will be emphasis on development through career ladders. This

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visibility will empower employees to navigate their career. Employees will obtain a new title to achieve a common framework across the business.

It should also be noted that there will not be changes in reporting relationships as a result of this initiative. Employees will continue to report to their current managers following implementation of Career Architecture.

The ES Career Architecture website – www.MyESCareer.com – will serve as the primary communication tool to navigate the Career Architecture. By visiting the site, managers and employees will be able to find:

- > Information about COEs, Job Families, Career Ladders and Job Descriptions
- > Tips on how to make the most of the Career Architecture
- > Frequently Asked Questions and more.

Unique Situations

There will be unique situations where a Career Ladder will not be developed for a job or role. Career Ladders are being developed for job families containing at least three employees at two or more levels. In instances where a job family does not meet these criteria, employees will not be mapped into a Career Ladder but may receive a new Job Title. This small subset of employees should continue to have frequent development discussions with their respective managers. As time passes, we will continuously review these situations to determine if a change in role or increase in employees in that job family warrants a new Career Ladder.

How this Helps You as a Manager

How does this benefit the business? Having a unified Career Architecture will enable us to manage our business, our resources and our costs more effectively and efficiently. It also provides employees with a more defined career experience and improved transparency. By having a common Career Architecture, we can provide clarity about job roles and facilitate consistent pay and decisions.

In short, the new Career Architecture will:

- > Increase our ability to attract, retain, reward and motivate our employees
- > Enhance our ability to leverage and develop our top performers and high potential employees
- > Integrate new talent into the organization and culture

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- > Proactively enhance our succession planning
- > Identify talent or skills gaps and help deploy our talent to address critical needs
- > Simplify compensation programs and provide internal and external market alignment
- > Assist with continually monitoring our market competitiveness

Your Role in Communicating the Change

What's requested of you? Leaders and managers play an essential role in communicating the Career Architecture to employees, as well as managing their expectations of this change. Managers will be expected to conduct one-on-one conversations with their employees beginning in November to inform them of their new Job Level and Job Title.

Communication is critical to the successful implementation of the ES Career Architecture. As a leader, we are enlisting your help in educating *and advocating for* the change with managers and employees.

Throughout the communication process, Human Resources Business Partners will be available to answer questions.

Career Architecture Talking Points for Leaders

What messages should you help to reinforce? When speaking with your direct reports, the following talking points will help you advocate for Career Architecture by outlining why it's needed and how it benefits our business and employees.

- > Our work is important, and Career Architecture is an important step in realizing the Power of You in navigating your professional growth and career opportunities.
- > The Career Architecture supports your career development and helps you better manage your career, outlining steps to advance in your professional growth.
- > Identifying your desired career path is now easier and less confusing. Speaking with your manager about your career path is now more directed and specific.
- > Opportunities across the division have greater visibility, giving you insight to help further your professional goals.
- > While you may receive a new Job Title as part of the Career Architecture, your compensation will not change as a result of your new Job Title.
- > The Career Architecture initiative will help ES attract, retain, motivate and reward our talent.
- > HR is here to support you through this change and to help you adjust to Career Architecture. We will continue to communicate with you and keep you informed.

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Additional Tools & Resources

Part of your role as a leader or manager includes directing employees to the appropriate resource for more information. These include:

For Managers:

- > *MyESCareer.com* - Career Architecture Website
- > Manager Training
- > Human Resources Business Partners
- > Career Ladders
- > Manager's Discussion Guide

For Employees:

- > *MyESCareer.com* - Career Architecture Website
- > Human Resources Business Partners
- > Career Ladders
- > One-on-One Meetings with Managers

For more information about the ES Career Architecture, you can also contact your local Human Resources Business Partner.