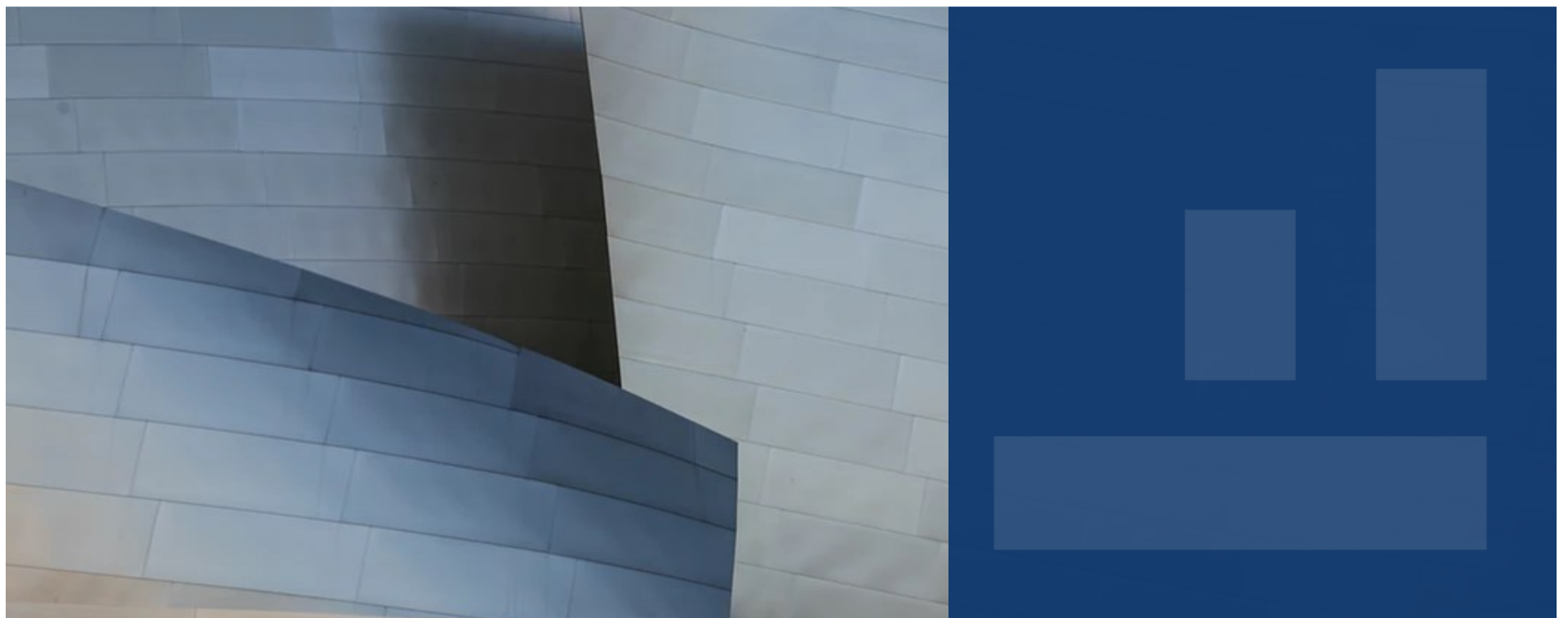




Job Architecture in the Commercial Vehicle Industry



In this engagement Fortos designed a framework and facilitated, together with HR and business, the development of a global job architecture with categorized and harmonized jobs across the company. The aim of a job architecture was to establish a common and shared structure that will enable the organization to assess the potential for mobility. Additional objective was to agree upon a structure to be used in planning the workforce in a consistent way.

Customer Challenge

The client is one of the world's leading manufacturers of commercial vehicles. A growing need for planning future competencies requires a structured process in order to consistently address potential gaps and opportunities. Changes in the business and the external environment develop a need for continuously understanding how internal mobility can be used to address identified gaps with existing competencies. When this process is based on a well defined structure of the work content within the company, the planning becomes more simplified, easier to iterate and compare.

Fortos, with extensive experience in both HR and how to develop structures for work content and competencies, was asked to support in the set-up and execution of developing a job architecture designed for this company.

Customer Solution

Fortos developed as a first step a framework for the how to design the structure of the Job Architecture. The framework was together with assigned representatives from the organization an important step to reach alignment and agreement on the structure to be developed. The framework was used as one of the most important tools to communicate the new structure with definitions agreed by all stakeholders.

The job architecture was agreed to cover all parts and areas of the organization, therefore a well structured approach was developed for the implementation and deployment of the job architecture. Change management activities were thoroughly planned to ensure a successful implementation.

The jobs were designed together with both business representatives and HR in workshops to ensure business input, guidance from HR and alignment across various parts of the organization. Fortos held a leading role in preparing, facilitating and concluding on an aligned result during this process.

The job architecture was implemented together with a governance structure for how to maintain and develop the agreed structured based on business needs.





Customer Value

The job architecture created a global understanding of job requirements and potential competence gaps in the organization. A shared structure will facilitate job harmonization across the organization, i.e. a job consists of similar work content and competence requirements independent of organizational belonging. All employees can be assigned to global job descriptions, that can be maintained more efficiently. Better management and forecasting of strategic competencies will be facilitated by a well defined structure.

Customer & Fortos Collaboration

An important success factor for the engagement between Fortos and client was Fortos consultants' deep involvement and commitment in the design activities of the jobs. The consultants were actively involved in facilitating the various stakeholder groups when defining their structure of jobs. Another important part was the definition of the job architecture framework, where Fortos based on experience could guide the client in how to develop the principles and definitions for a structure well aligned with business needs and agreed by all stakeholder groups. The framework was one important key success factor for developing a structure that went across all organizations, functions and regions in this company.

Fortos consultants were deeply involved in all activities, with a strong commitment to make things happen and to delivering true value together with the customer. Fortos is considered by the client both a close partner and a highly valued advisor.

Want to know more?

Maria Ivarson



Partner

Head of Strategy &
Business Support Practice
maria.ivarson@fortos.se
+46 (0)76 517 29 22

Eva Andersson



Manager

Strategy & Business Support
Practice
eva.andersson@fortos.se
+46 (0)76 517 27 82

About Fortos

Transformation is our heritage. Fortos has a long history as one of the most valuable advisors to leading multinational organizations in the Automotive industry. We support our customers to achieve successful transformations through our deep understanding of their business, our world-class transformation competence and long term commitment to deliver sustainable client value. Learn more about us at Fortos.se

