

OPERATING MODEL GUIDE

The AI Work Design Team

A practical guide to building the team, capabilities, and operating model to redesign work for people and AI.

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What is AI Work Design, and why do you need a team for it?

AI is changing what is possible, what work needs to be done, how it gets done, and who does it. But most organizations are approaching this change backwards.

They are focused on agents: how many they can build, how quickly they can deploy them, and how much they can automate.

Instead, we *should* be asking: if we were designing this work today, knowing what is now possible, how would we design it?

This is AI Work Design - the practice of understanding and redesigning the work before deciding what technology to deploy. It means identifying what work creates value, what should disappear, and what needs to change.

It means deciding where human judgment matters, where AI can add intelligence, and what agents can take responsibility for.

And it means bringing those decisions together to redesign tasks, roles, and workflows, with clear accountability for how people and agents work together.

Most organizations do not yet have the internal capability to answer these questions and act on them at scale. Consultants, vendors, and external teams come in to help redesign the work. Then they leave, taking much of that capability with them.

This cannot be treated as a transformation project with a beginning and an end with AI continuing to change what is possible. Organizations need the capability within their own teams to continuously redesign work, assess the results, and adapt.

That is the role of an AI Work Design Team. Led by the CHRO and working across HR, IT, and the business, it designs work across people and agents. It identifies where AI creates the greatest value, builds AI workflows, monitors the impact on jobs, and gives executives the intelligence to steer the changes.

This expands the CHRO's remit from leading the human workforce to designing work across the whole workforce, people and agents. The title Chief Workforce Officer reflects that broader responsibility. A new title is not a prerequisite; clear ownership and the capability to act are.

The team is cross-functional, not necessarily a new department. Its capabilities draw on people across the organization, and one person may cover several. What matters is that these capabilities operate together, with clear responsibilities, decision-making authority, and a shared way of working.

This guide sets out how to build that operating model. Written for CHROs and leaders in workforce strategy, transformation, and IT, it explains the three teams and nine capabilities the team needs, what it owns, how to resource it, and how it works with the wider business. It provides a starting point for making AI Work Design an ongoing capability inside your organization.

> **"If your vision is that this is an always-on capability... you need to have that internal capability and expertise in-house."**

Abby Rich
Director, Enterprise & Workforce Design - Organization Transformation
Medtronic

An expanded remit for the CHRO and a team to deliver it

Reejig's AI Work Design Blueprint sets out 13 responsibilities for leading work across people and agents. These span four connected pillars, from understanding the work to measuring the return. The CHRO leads this agenda; the AI Work Design Team brings together the capabilities to put it into practice.

The CHRO's remit: 13 responsibilities across four pillars

A See the work

01 Map the work to task level
02 See the skills of people and agents
03 See the economics of both

B Design and build

04 A bold and responsible strategy
05 Redesign work, reinvent workflows
06 Keep the Work Architecture live
07 Build and run agents with IT
08 Plan the total workforce

CHRO

C Bring people with you

09 Reset how your people work
10 Drive adoption
11 Reskill and pivot your people

D Measure and steer

12 Intelligence for the board
13 Measure the return

→ Explore the full remit in the AI Work Design Blueprint: **resources.reejig.com/ai-work-design-blueprint**

Build the capability inside your business

Delivering this remit requires an AI Work Design Team that can keep adapting work as AI and business needs change. Consultants can help, but the knowledge, ownership, and capability need to stay within your organization.

Before that team can make sound decisions about workflows or the workforce, it needs a shared understanding of the work itself.

Before you redesign work, you need to understand it

Job architecture tells you how jobs are structured. Work Architecture reveals the work inside them: the tasks, skills, workflows, effort, and cost. This gives the team a shared foundation for deciding what to change and understanding the consequences.

WHAT YOU HAVE

Job Architecture

- Jobs, levels, pay and departments
- Built for job evaluation and benchmarking
- Updated periodically, rather than continuously as work changes
- Owned by talent or reward
- Stops above the work itself

WHAT YOU NEED

Work Architecture

- The tasks inside every job, and the skills those tasks need
- Effort and cost against each task
- Validated by the business, not asserted by HR
- Governed, recorded and reversible
- Wired to the HCM, and current as work changes

What makes up Work Architecture

Reejig data
Work Ontology®
25 industry models

Skills	What the tasks require
Workflows	How the work runs end-to-end
Subtasks	The steps within each task and where agents perform
Tasks	The activities that make up the work
Roles	Who is responsible for the work

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Customer data

Job architecture — System of record
Department · Job family · Level · Grade · Pay · Location

Work Architecture adds the intelligence to redesign work to your job architecture.
Reejig's Work Ontology® maps work using over 41 million unique, validated data points drawn from 130 million job records. Your team builds on this foundation, validates it with the people doing the work, and keeps it current. It's one of three areas of responsibility that shape your AI Work Design Team.

> **"Working with Reejig, our work output aligned 90% with what people actually did."**

Santosh Singh
Senior Vice President, Corporate Functions: HR, Legal, Corp Communications

DENSO

The scope of your AI Work Design Team

The team is organized into three teams: Work Architecture, Workflow Design, and Workforce Design. Together, they cover nine capabilities, drawing on expertise across HR, IT, and the business. One person may cover several.

CHRO
Leading as Chief Workforce Officer

Work Architecture Team

Understands the work and keeps its architecture current.

CAPABILITIES

- Work mapping and validation
- Work governance
- HR systems integration

Workflow Design Team

Redesigns workflows, builds agents and puts changes into practice.

CAPABILITIES

- Workflow redesign
- Agent development
- Work expertise and adoption

Workforce Design Team

Plans what changing work means for people.

CAPABILITIES

- Role redesign and career pathways
- Workforce capacity and cost planning
- Business diagnosis and partnership

→ Use this model to identify the capabilities you already have, where the gaps are, and who will own each area.

How the teams work together

Work Architecture provides the foundation. Workflow and Workforce Design inform each other, connecting changes in how work gets done with their impact on people. Implemented changes feed back into the architecture, keeping it current.

The Work Architecture Team

Establishes the work foundation.

The Workflow Design Team

Uses the foundation to identify and implement better ways of working.

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The Workforce Design Team

Uses the same foundation to assess changes to roles, skills, capacity, and cost.

Update the Work Architecture

Once changes are implemented, the team updates the foundation to reflect how work now happens.

Work Architecture Team

Understands the work and keeps its architecture current.

They understand the work, govern it and keep its architecture current, providing a trusted foundation for redesigning workflows and planning what changes for the workforce.

WORK MAPPING AND VALIDATION

Work Architect

- → Map roles to tasks and the skills those tasks require
- → Capture relevant effort, volume, handoffs, and dependencies
- → Validate the work with employees and business leaders
- → Update the architecture when tasks and responsibilities change

WHAT IT PRODUCES

A validated work map that supports workflow and workforce decisions.

WORK GOVERNANCE

Work Steward

- → Set consistent definitions and standards
- → Resolve duplicate or conflicting records
- → Assign ownership and approve changes
- → Maintain version history and a regular review process

WHAT IT PRODUCES

A trusted work record with clear ownership and a manageable process for keeping it current.

HR SYSTEMS INTEGRATION

HCM Owner

- → Define how work data relates to jobs and positions
- → Establish which system owns each type of information
- → Keep connected records aligned as changes are approved

WHAT IT PRODUCES

Aligned work and workforce records, with clear responsibility for updates.

How the Work Architecture Team builds and maintains the work foundation

Start with your existing job architecture and add the detail of the work itself. Build this with the people who do and own the work, with a shared record that stays connected to your HR systems as work changes.

→ **Map roles, tasks, and required skills**

Capture the tasks, roles, required skills, handoffs, and systems in scope. Add available information about effort, volume, cost, and constraints.

→ **Validate the work with employees and business leaders**

Check how the work happens in practice. Include exceptions, local variations, and decisions that existing documentation may miss.

→ **Govern definitions, approvals, and changes**

Resolve inconsistent definitions and duplicate records. Document assumptions and assign ownership of the record.

→ **Keep the architecture current as work changes**

Update the record when tasks and responsibilities change, including after redesigned workflows go live, and review it regularly.

→ **Connect approved updates to HR systems**

Keep job and position records aligned with the approved Work Architecture.

Workflow Design Team

Redesigns workflows, builds agents and puts changes into practice.

They redesign workflows, build agents and put changes into practice, creating new ways of working that people use and that deliver a measurable return.

WORKFLOW REDESIGN

AI Work Designer

- → Prioritize AI opportunities with the business and develop a clear value case
- → Understand the current steps, handoffs, and exceptions
- → Design future state workflow including what agents do, what people own, and when escalation is needed
- → Measure and redirect freed capacity; track return against value case

WHAT IT PRODUCES

A workflow design with clear responsibilities, requirements, and measures of success.

AGENT DEVELOPMENT AND DELIVERY

Builder

- → Assess feasibility during opportunity prioritization
- → Build or configure agents and integrations
- → Test against agreed requirements and controls
- → Establish monitoring, maintenance, and technical support

WHAT IT PRODUCES

A tested technical solution with a named owner for ongoing operation and support.

WORK EXPERTISE AND ADOPTION

Employee

- → Explain how tasks happen in practice, including exceptions and judgment
- → Test designs against realistic situations
- → Identify training, communication, and support needs
- → Gather feedback and address barriers to adoption

WHAT IT PRODUCES

A workflow people can use effectively, with evidence of adoption and a way to resolve problems.

How the Workflow Design Team puts redesigned work into practice

Start with the best way for the work to happen. Simplify before you automate, and involve the Work Owner and Builder from the outset so the design reflects real work and can be put into practice.

→ Rank the work worth redesigning

Compare potential value, frequency, effort, feasibility, risk, and employee impact. Confirm the opportunity fits business priorities and approved technology.

→ Understand how the tasks happen today

Validate the steps, decisions, exceptions, and handoffs with employees. Establish a baseline for effort, quality, turnaround time, and cost.

→ Compare ways to redesign the workflow

Consider what to stop, simplify, or change. Compare different ways for people and agents to contribute. Define human accountability, review, and escalation.

→ Create the blueprint for the Builder

Translate the design into requirements and acceptance criteria. The Builder builds and tests against realistic scenarios, including exceptions.

→ Support adoption

Prepare employees and managers. Provide instructions, training, and support, and address early adoption barriers.

→ Measure results and refine the design

Compare results with the baseline across quality, adoption, rework, time, and cost. Refine the workflow and update the Work Architecture.

Workforce Design Team

Plans what changing work means for people.

They work out what changing work means for people, reshaping roles, building pathways and planning capacity and costs across people and agents.

ROLE REDESIGN AND CAREER PATHWAYS

Workforce Designer

- → Identify the roles and employee teams affected
- → Recombine remaining and emerging tasks into coherent roles
- → Assess skill gaps and development needs
- → Create pathways for reskilling, mobility, and deployment

WHAT IT PRODUCES

Proposed role changes and practical transition pathways for affected employees.

WORKFORCE CAPACITY AND COST PLANNING

Workforce Planner

- → Forecast changes in workload, demand, and capacity
- → Model different adoption and performance scenarios
- → Compare people and agent costs on a consistent basis
- → Include implementation, oversight, maintenance, and transition costs

WHAT IT PRODUCES

A workforce plan with visible assumptions, cost scenarios, and decisions about how capacity will be used.

BUSINESS DIAGNOSIS AND PARTNERSHIP

HR Business Partner

- → Clarify the problem and desired business outcome
- → Bring in the relevant specialists
- → Help leaders assess workforce implications and trade-offs
- → Coordinate agreed actions through existing business and people processes

WHAT IT PRODUCES

A clearly defined business need and an agreed path from analysis to action.

How the Workforce Design Team turns work changes into workforce plans

Design the workforce alongside the workflow. Work redesign alone does not determine what happens to a role or a person. The team must establish what human work remains, how it fits together, and how people will contribute, whether by doing their current job differently or taking on new work.

→ Anticipate what work is changing and the people implications

Map affected tasks to roles, teams, and locations. Record when changes could happen and how confident you are in the assumptions.

→ Model different scenarios

Compare scenarios for adoption, performance, and business demand. Include the human work needed to review outputs, handle exceptions, and support the workflow.

→ Recombine work into viable roles

Assess how remaining and emerging tasks fit together. Consider workload, skills, accountability, and service coverage.

→ Build career and development pathways

Identify where people can develop, move, or contribute differently. Define the skills, support, and time required.

→ Plan workforce capacity and cost

Decide how released capacity will be used: increased demand, better service, priority work, or other workforce changes. Compare people and agent costs on a consistent basis.

→ Compare forecasts with actual results

Compare actual adoption, workload, costs, and employee outcomes with the original assumptions. Revise the plan and feed changes back into the work record.

Three ways this plays out

The design and the build often sit in the business or in IT. That is fine. What is not optional is your team being connected to it.

MOST CENTRAL

Centralized

This works well when:

One central team owns the work. Designers choose it, design it, and take it to a Builder in IT.

FITS WHEN

- There is no design capability yet
- You need proof before scaling
- The work crosses functions

RECOMMENDED

Hybrid: hub and spoke

Hub reports to HR. Spokes report to the business, dotted line to the hub.

The hub owns the method, work data, governance and outcomes. Spoke designers work close to the business.

FITS WHEN

- Several functions redesign at once
- You need speed and consistency
- You are scaling past one team

MOST DISTRIBUTED

Decentralized

Often reports to the business or to IT embedded in it

Each business group designs and builds its own. You supply the work data and the design standard.

FITS WHEN

- The business is already building
- The work sits deep in one function
- Functions have mature design teams

Most companies start centralized and move to hub and spoke as they scale. A tiered service model then sets how much hub support each initiative gets.

What the team owns in all three models

Whoever leads delivery, the AI Work Design Team maintains the shared work foundation, design standards, and view of workforce impact.

WORK ARCHITECTURE

Inform what gets redesigned

Keep the work foundation trusted and current.

WORKFLOW DESIGN

Guide how the work changes

Set standards for how people and agents work together.

WORKFORCE DESIGN

Plan what changes for people

Translate changes in work into workforce plans.

How the team works together as work changes

The operating model decides where design and delivery sit. The Seven Stage Loop shows how the work moves and keeps evolving. Whichever model you choose, the three teams contribute at different stages of the loop, using a shared Work Architecture.

Seven Stage Loop of work reinvention

Labels indicate contribution, not exclusive ownership or a strict handoff.

■ Leads ■ Contributes

	STAGE	WHAT HAPPENS	WORK ARCHITECTURE	WORKFLOW DESIGN	WORKFORCE DESIGN
01	**Map**	Build the Work Architecture and work context for every job, task, subtask, and workflow across your enterprise.	■		
02	**Analyze**	Find where AI creates value and how it impacts people.	■	■	■
03	**Build**	Build and test agents within the redesigned workflow, with clear human responsibilities and controls.		■	■
04	**Run**	Put the workflow into practice, support adoption, and manage exceptions.		■	■
05	**Measure**	Assess time saved, quality, adoption, and value against the starting baseline.	■	■	■
06	**Log**	Record workflow versions, decisions, approvals, and results in the shared system of record.	■	■	■
07	**Update**	Update the Work Architecture to reflect implemented changes.	■	■	■

UPDATE FEEDS MAP

WORK GOVERNANCE AND LOGGING THROUGHOUT

The AI Work Design Team and the business move through this loop together. Business leaders and employees validate the work, shape the redesign, and put new workflows into practice. The team connects those changes to workforce decisions and keeps the shared Work Architecture current. What they learn in delivery informs what gets redesigned next.

Start with HR work. Build the case to lead AI Work Design.

HR's own workflows are a practical place to put this operating model to work. You know the work, can involve the people doing it, and can measure what changes.

Use that experience to develop your team's capabilities and demonstrate what wider adoption could deliver.

→

Access the five Certified AI Workflow guides and share them with your team to get started.

resources.reejig.com/hr-certified-ai-workflows

WHY HR IS A PRACTICAL PLACE TO START

Start with work you know

Your team knows where HR's work gets stuck, what adds value, and where human judgment matters. Use that knowledge to shape the redesign.

Build credibility through experience

Lead the change you'll ask others to make. Firsthand experience gives HR the credibility to guide other functions through it.

Build the capability to scale

Use HR's workflows to practice redesigning work with IT and business partners. Establish a method your teams can repeat across the business.

Show what changed

Measure time, cost, and quality before and after. Show how people used the time freed up and what that delivered for the business.

Five Certified AI Workflows to put into practice

Each workflow is redesigned for people and AI, built and tested by Reejig, with clear boundaries between agent tasks and human judgment.

AGENT TO BUILD	THE TASK THE AGENT HANDLES	TIME SAVED PER HRBP*
Company Policy Answer Agent	Answers employees' questions using approved HR policies, directing personal questions and approval requests to HR.	**~2 hrs/wk**
Manager Response Agent	Drafts policy-aligned responses to manager questions for HR to review.	**~2 hrs/wk**
Offer Package Agent	Provides approved salary bands and compensation guidance for a role.	**~1 hr/wk**
Candidate Pipeline Management Agent	Uses historical hiring data to flag roles that need recruiting attention.	**~1 hr/wk**
People Science Weekly Agent	Drafts weekly workforce trend briefings for team review.	**~2 hrs/wk**
Combined time savings · In a team of 50 HRBPs, that is roughly **400 hours a week.***		**~8 hrs/wk**

*Illustrative estimates. Actual savings depend on task volume, adoption, and review requirements. The team projection assumes all five estimates apply to each of 50 HRBPs, without overlap. Your organization still needs to validate each workflow against its own policies, data permissions, and approval requirements.



Abby Rich

Director, Enterprise & Workforce Design – Organization Transformation

Medtronic

Abby leads enterprise and workforce design at Medtronic. By starting with HR's own work, her team built the internal capability and practical experience to help other functions redesign how people and AI work together.

Medtronic was deploying AI tools and running prompt training, but employees still didn't know how AI fit into their roles. Without a clear view of the work, experimentation was creating duplicate agents and inconsistent workflows. Adoption alone wasn't changing how work got done.

Starting in HR, Abby and her team used Reejig's data to map the work behind each role to decide what belonged with people, shared services, or AI agents. They built an internal team to keep redesigning work - making it an ongoing capability, not a one-time project.

The HR transformation prompted other leaders to ask how they could apply the approach in their functions. Working with Reejig also revealed something Abby hadn't expected: understanding AI's potential made the uniquely human parts of each role clearer, helping guide hiring, reskilling, and redeployment decisions.

Medtronic is expanding beyond HR into commercial, R&D, supply chain, operations, and business services. For Abby and her team, the next challenge is measuring the value: tracking workflow performance, deciding how freed capacity will be reinvested, and helping people adopt new ways of working.

> **"What I didn't expect to find so fascinating [when mapping work with Reejig] was the inverse of AI opportunity: understanding which parts of a role are uniquely human and will always need to be. That's really important data because it shows us where, as an organization, we should invest in upskilling and reskilling."**

→ Read the full story: resources.reejig.com/article/abby-rich

Build the internal capability for AI Work Design

Bring together the people, work intelligence, and ways of working to turn this operating model into practice.

→ Bring the right people together

Identify capabilities across HR, IT, and the business. Agree who will contribute, what they will own, and the time they can commit.

→ Establish your Work Architecture

Connect your job structure to the tasks, skills, and workflows behind it. Validate that foundation with the people doing the work.

→ Start with HR. Build from experience.

Redesign a workflow, plan what changes for people, and measure the results. Use what you learn to strengthen the team and expand across the business.

Your partner in AI Work Design

Reejig helps you build the team, intelligence, and internal capability to continuously redesign work for people and AI.

→ Talk to us: reejig.com/book-a-demo