

ORGANISATION DESIGN & REWARD

A clear structure.
A stronger workforce.

Job architecture, career progression and reward positioning for Harbour Services Group.

Prepared by
Remunera

Framework review
9 October 2026

Coverage
Australia · Six sites

JOB ARCHITECTURE FRAMEWORK

8 grades. 4 tracks.

One consistent language for role contribution.



ILLUSTRATIVE DATA Fictional organisation and synthetic roles, pay and approvals from the supplied template. Salary bands are planning examples. This is a read-only report.

01 / EXECUTIVE OVERVIEW

The workforce at a glance

A consolidated view of role structure and the decisions still to be completed.

Logistics & B2B services · AUD 80m revenue

Job definitions

40

Across six job families

Modelled workforce

165 FTE

Aggregate role FTE, not employee count

Approved grades

34

85.0% of role definitions

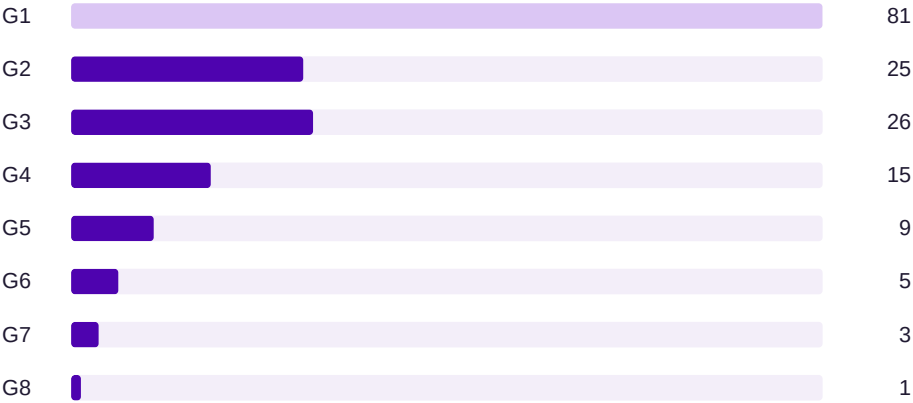
Provisional grades

6

Awaiting calibration panel approval

Grade distribution

Modelling grades, including provisional outcomes



Full-time equivalent allocation by modelling grade

Job family composition

6 families

Role definitions and workforce allocation

Job Family	Roles	FTE	Payroll Share
Corporate	3	3	4.1%
Operations	10	106	50.3%
Finance	8	12	10.7%
People	5	7	6.5%
Technology	7	12	12.5%
Commercial	7	25	15.9%

Priority for review Finalise six provisional grades and assess four pay exceptions. The cost to bring current pay to band minimum is AUD 96,000 per year across 80 FTE.

One framework. Multiple contributions.

Compare role levels across job families. Select any role to inspect its scope and evaluation.

Grades show job size, independent of salary

GRADE / SCOPE	CORPORATE	OPERATIONS	FINANCE	PEOPLE	TECHNOLOGY	COMMERCIAL
G8 Whole enterprise	Chief Executive Officer Executive · 1 FTE	—	—	—	—	—
G7 Enterprise strategy	—	Chief Operating Officer Executive · 1 FTE	Chief Financial Officer Executive · 1 FTE	—	Chief Technology Officer Executive · 1 FTE	—
G6 Function or enterprise expertise	—	General Manager Operations Management · 1 FTE	Financial Controller Management · 1 FTE	Head of People Management · 1 FTE	Principal Solutions Architect Professional · 1 FTE	Head of Commercial Management · 1 FTE
G5 Domain or multi-site leadership	—	WHS Manager Management · 1 FTE Regional Operations Manager Management · 2 FTE	Finance Manager Management · 1 FTE	Reward Lead Professional · 1 FTE	Senior Data Scientist Professional · 1 FTE IT Operations Manager Management · 1 FTE	Sales Manager Management · 1 FTE Marketing Manager Management · 1 FTE
G4 Advanced practice	—	Operations Analyst Professional · 1 FTE Site Manager Management · 4 FTE	Senior Accountant Professional · 1 FTE Senior Payroll Specialist Professional · 1 FTE	HR Business Partner Professional · 2 FTE	Software Engineer Professional · 3 FTE	Account Manager Professional · 3 FTE
G3 Independent practice	Executive Assistant Support · 1 FTE	Logistics Coordinator Support · 6 FTE WHS Advisor Professional · 2 FTE Warehouse Team Leader Management · 8 FTE	Financial Accountant Professional · 2 FTE	HR Advisor Professional · 2 FTE	Data Analyst Professional · 2 FTE	Marketing Coordinator Professional · 1 FTE Customer Service Team Leader Management · 2 FTE
G2 Experienced delivery	—	—	Accounts Payable Officer Support · 3 FTE Payroll Officer Support · 2 FTE	People Coordinator Support · 1 FTE	IT Service Desk Analyst Support · 3 FTE	Customer Service Officer Support · 16 FTE

GRADE / SCOPE	CORPORATE	OPERATIONS	FINANCE	PEOPLE	TECHNOLOGY	COMMERCIAL
G1 Task delivery	Receptionist Support · 1 FTE	Warehouse Operator Support · 80 FTE	—	—	—	—
Approved grade Provisional grade Map uses modelling grades						

Career-track equivalences are illustrative. G7 specialist and management tracks remain subject to framework reconciliation.

▼ View grade equivalence across career tracks

GRADE	SUPPORT	PROFESSIONAL	MANAGEMENT	EXECUTIVE	MINIMUM DIFFERENTIATOR
G1	S1. Entry support	—	—	—	Follows defined instructions and owns task accuracy.
G2	S2. Experienced support	P1. Associate	—	—	Applies established knowledge independently to familiar situations.
G3	S3. Senior support	P2. Professional	M1. Team leader	—	Owens a defined workstream or a front-line team.
G4	—	P3. Senior professional	M2. Manager	—	Resolves non-standard issues and owns a process or site.
G5	—	P4. Lead specialist	M3. Senior manager	—	Leads a technical domain, function delivery or several sites.
G6	—	P5. Principal expert	M4. Head of function	—	Shapes a function or sets enterprise technical standards.
G7	—	P6. Distinguished expert	M5. Major function leader	E1. Functional executive	Owens enterprise strategy for a major function or provides comparable enterprise expertise.
G8	—	—	—	E2. Chief executive	Owens enterprise direction, performance and resource priorities.

The role library

Explore job scope, evaluation evidence, reporting relationships and pay positioning.

ROLE / JOB ID	FAMILY / TRACK	GRADE	FTE	BASE · AUD	COMPA-RATIO	GRADE BASIS	PAY POSITION
<u>Receptionist</u> JA001	Corporate Support	G1	1	58,000	0.91×	Approved	Within band
<u>Warehouse Operator</u> JA002	Operations Support	G1	80	50,000	0.78×	Approved	Below minimum
<u>Customer Service Officer</u> JA003	Commercial Support	G2	16	69,000	0.88×	Approved	Within band
<u>Accounts Payable Officer</u> JA004	Finance Support	G2	3	74,000	0.95×	Approved	Within band
<u>Payroll Officer</u> JA005	Finance Support	G2	2	78,000	1.00×	Approved	Within band
<u>People Coordinator</u> JA006	People Support	G2	1	72,000	0.92×	Approved	Within band
<u>IT Service Desk Analyst</u> JA007	Technology Support	G2	3	76,000	0.97×	Approved	Within band
<u>Logistics Coordinator</u> JA008	Operations Support	G3	6	89,000	0.94×	Approved	Within band
<u>Executive Assistant</u> JA009	Corporate Support	G3	1	96,000	1.01×	Approved	Within band
<u>Marketing Coordinator</u> JA010	Commercial Professional	G3	1	88,000	0.93×	Approved	Within band
<u>Financial Accountant</u> JA011	Finance Professional	G3	2	100,000	1.05×	Approved	Within band

ROLE / JOB ID	FAMILY / TRACK	GRADE	FTE	BASE · AUD	COMPA-RATIO	GRADE BASIS	PAY POSITION
<u>Data Analyst</u> JA012	Technology Professional	G3	2	108,000	1.14×	Approved	Within band
<u>WHS Advisor</u> JA013	Operations Professional	G3	2	97,000	1.02×	Approved	Within band
<u>Warehouse Team Leader</u> JA014	Operations Management	G3	8	94,000	0.99×	Approved	Within band
<u>Customer Service Team Leader</u> JA015	Commercial Management	G3	2	102,000	1.07×	Approved	Within band
<u>HR Advisor</u> JA016	People Professional	G3	2	98,000	1.03×	Approved	Within band
<u>Senior Accountant</u> JA017	Finance Professional	G4	1	125,000	1.04×	Approved	Within band
<u>Senior Payroll Specialist</u> JA018	Finance Professional	G4	1	128,000	1.07×	Approved	Within band
<u>HR Business Partner</u> JA019	People Professional	G4	2	139,000	1.16×	Provisional	Within band
<u>Software Engineer</u> JA020	Technology Professional	G4	3	155,000	1.29×	Provisional	Above maximum
<u>Account Manager</u> JA021	Commercial Professional	G4	3	115,000	0.96×	Approved	Within band
<u>Operations Analyst</u> JA022	Operations Professional	G4	1	118,000	0.98×	Approved	Within band
<u>Site Manager</u> JA023	Operations Management	G4	4	132,000	1.10×	Approved	Within band
<u>Senior Data Scientist</u> JA024	Technology Professional	G5	1	168,000	1.12×	Provisional	Within band

ROLE / JOB ID	FAMILY / TRACK	GRADE	FTE	BASE · AUD	COMPA-RATIO	GRADE BASIS	PAY POSITION
<u>Reward Lead</u> JA025	People Professional	G5	1	165,000	1.10×	Provisional	Within band
<u>WHS Manager</u> JA026	Operations Management	G5	1	158,000	1.05×	Approved	Within band
<u>Finance Manager</u> JA027	Finance Management	G5	1	162,000	1.08×	Approved	Within band
<u>IT Operations Manager</u> JA028	Technology Management	G5	1	175,000	1.17×	Approved	Within band
<u>Sales Manager</u> JA029	Commercial Management	G5	1	148,000	0.99×	Approved	Within band
<u>Regional Operations Manager</u> JA030	Operations Management	G5	2	174,000	1.16×	Approved	Within band
<u>Marketing Manager</u> JA031	Commercial Management	G5	1	146,000	0.97×	Approved	Within band
<u>Principal Solutions Architect</u> JA032	Technology Professional	G6	1	218,000	1.12×	Provisional	Within band
<u>Head of People</u> JA033	People Management	G6	1	203,000	1.04×	Approved	Within band
<u>Financial Controller</u> JA034	Finance Management	G6	1	208,000	1.07×	Approved	Within band
<u>Head of Commercial</u> JA035	Commercial Management	G6	1	224,000	1.15×	Provisional	Within band
<u>General Manager Operations</u> JA036	Operations Management	G6	1	212,000	1.09×	Approved	Within band
<u>Chief Technology Officer</u> JA037	Technology Executive	G7	1	295,000	1.16×	Approved	Within band

ROLE / JOB ID	FAMILY / TRACK	GRADE	FTE	BASE · AUD	COMPA-RATIO	GRADE BASIS	PAY POSITION
<u>Chief Financial Officer</u> JA038	Finance Executive	G7	1	312,000	1.22×	Approved	Above maximum
<u>Chief Operating Officer</u> JA039	Operations Executive	G7	1	288,000	1.13×	Approved	Within band
<u>Chief Executive Officer</u> JA040	Corporate Executive	G8	1	430,000	1.26×	Approved	Above maximum
40 of 40 roles · 165 FTE shown				Annual FTE base pay · Select a title for details			

Connect job size to reward policy

Illustrative salary bands and incentive targets aligned to the eight-grade framework.

Annual base salary · AUD FTE

\$14.17m

Annual base payroll

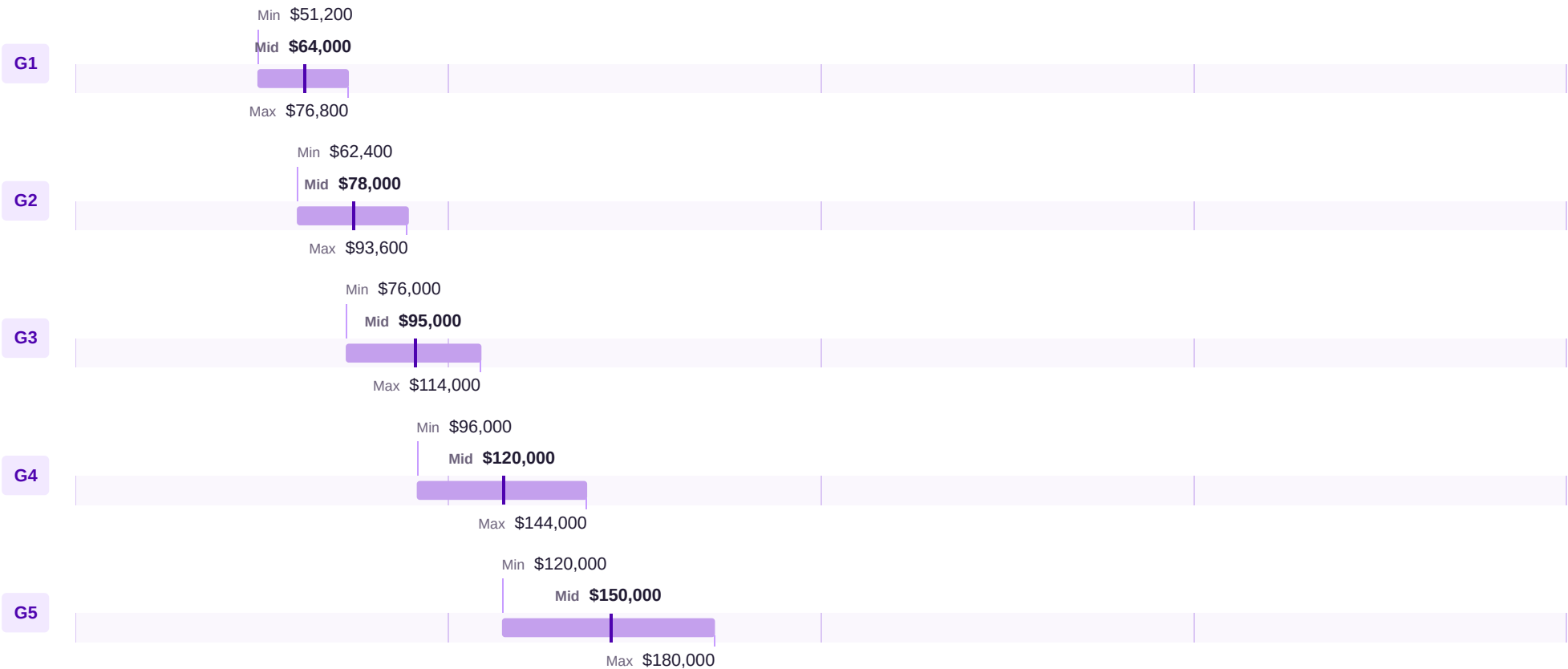
0.96×

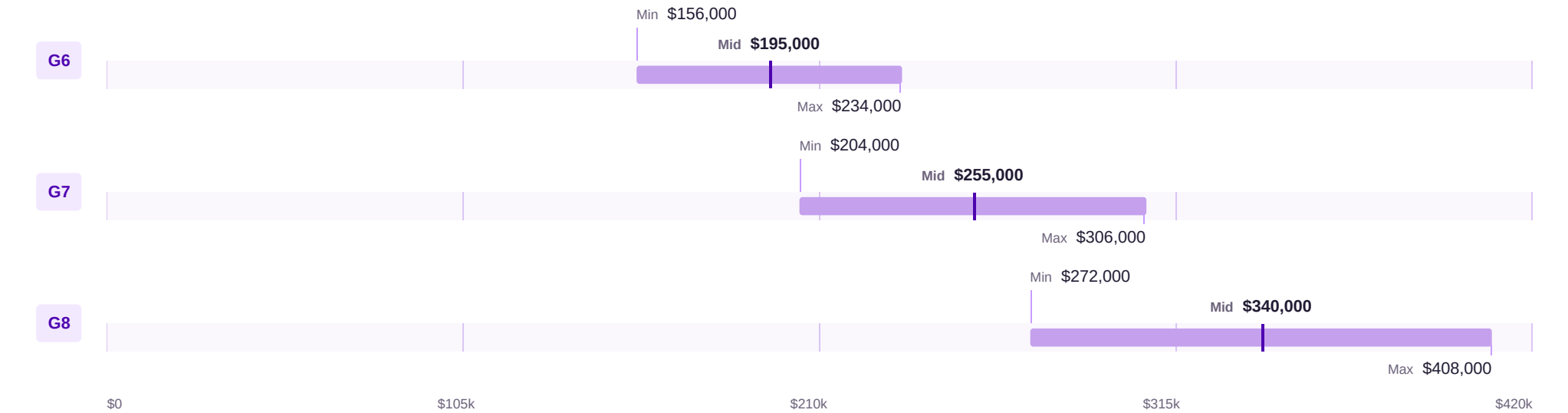
Midpoint-payroll-weighted compa-ratio

\$96,000

Annual cost to band minimum

SALARY BAND MINIMUM → MAXIMUM | Dark marker = midpoint





GRADE	MINIMUM	MIDPOINT	MAXIMUM	TARGET STI	MIDPOINT PROGRESSION
G1	\$51,200	\$64,000	\$76,800	0.0%	—
G2	\$62,400	\$78,000	\$93,600	0.0%	21.9%
G3	\$76,000	\$95,000	\$114,000	5.0%	21.8%
G4	\$96,000	\$120,000	\$144,000	7.5%	26.3%
G5	\$120,000	\$150,000	\$180,000	10.0%	25.0%
G6	\$156,000	\$195,000	\$234,000	15.0%	30.0%
G7	\$204,000	\$255,000	\$306,000	25.0%	30.8%
G8	\$272,000	\$340,000	\$408,000	35.0%	33.3%

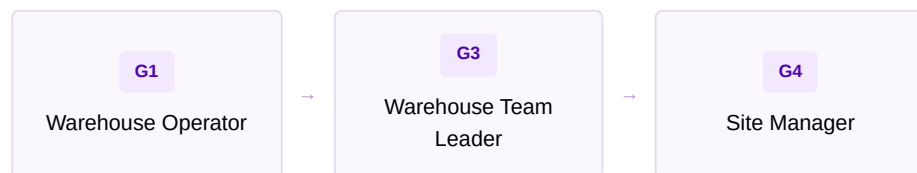
Base pay excludes superannuation, equity, allowances and overtime. Target STI is an illustrative percentage of base, not an assumed payment. Bands use 80%–120% of midpoint, equivalent to a 50% range spread. Values are not market benchmarks or an award compliance assessment.

Progression through greater contribution

Illustrative routes show how accountability and scope can expand over time.

OPERATIONS PATHWAY

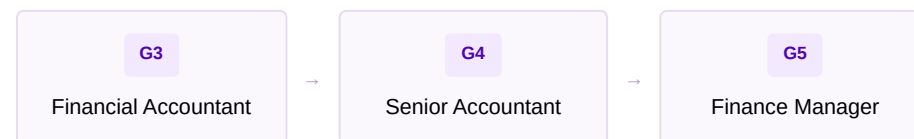
Task to team to site



Lateral option: Logistics Coordinator
Broader accountabilities, decisions and leadership scope.

FINANCE PATHWAY

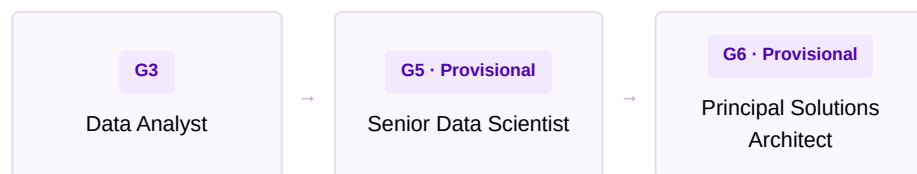
Workstream to process to team



Lateral option: Operations Analyst
Complexity and control ownership increase.

TECHNOLOGY PATHWAY

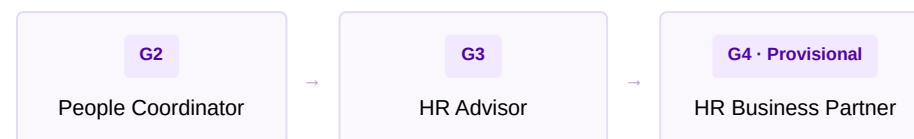
Analysis to enterprise design



Lateral option: Software Engineer
Relevant technical expertise and wider organisational contribution.

PEOPLE PATHWAY

Administration to portfolio advice



Lateral option: Reward Lead
Relevant domain capability and wider decision responsibility.

Career routes are examples, not automatic promotion entitlements. Each destination requires its own job scope, capability assessment and evaluation. Equivalent grades may support different specialist and management profiles.

Evidence first. Consistent judgement.

An original five-factor rubric measures the required contribution of the job.

Whole-number ratings · Degrees 1–8

Evaluation factors & weights



Knowledge	Required expertise	25%
Thinking	Problem complexity	25%
Autonomy	Decision freedom	20%
Impact	Contribution scope	20%
Influence	Stakeholder demands	10%

Assess the job, then calibrate the outcome

Rate knowledge, thinking, autonomy, impact and influence using documented role evidence. Salary, incumbent performance and tenure do not enter the score.

Score = Knowledge × 25% + Thinking × 25% + Autonomy × 20% + Impact × 20% + Influence × 10%

Grade decisions and provisional outcomes

The score proposes the highest grade floor met. A panel calibrates the grade and records the decision, evaluator, approver, dates and any reason for a changed outcome. Unapproved proposals remain provisional.

Methodology boundaries

This is an original model informed by public Korn Ferry and Mercer principles. It does not produce official Hay Guide Chart points, Mercer IPE results or licensed Position Classes.

▼ View all factor degrees and grade thresholds

DEGREE	KNOWLEDGE	THINKING	AUTONOMY	IMPACT	INFLUENCE
1	Basic task instructions and simple tools.	Recognise routine issues and follow a stated response.	Detailed instructions with close checks.	Accuracy and completion of own tasks.	Exchange routine information clearly.
2	Established procedures across an assigned service area.	Choose between known solutions to familiar problems.	Work independently within established rules.	Own queue, transactions or routine service outcomes.	Explain standard requirements and coordinate routine work.

DEGREE	KNOWLEDGE	THINKING	AUTONOMY	IMPACT	INFLUENCE
3	Professional fundamentals or broad coordination knowledge.	Analyse varied issues using established principles.	Choose work methods within policy and defined objectives.	Own a workstream or front-line team contribution.	Advise stakeholders and coordinate different needs.
4	Advanced professional knowledge or process management expertise.	Resolve non-standard issues with several interacting causes.	Set process, site or portfolio priorities within delegated limits.	Own a process, site or material portfolio contribution.	Influence managers or clients using professional judgement.
5	Deep domain expertise or broad functional delivery knowledge.	Integrate complex trade-offs and improve domain methods.	Set domain plans or functional delivery within strategy.	Own function delivery or results across several sites.	Negotiate across functions with competing objectives.
6	Broad functional expertise or enterprise technical authority.	Design strategic solutions across a function or enterprise domain.	Shape functional strategy or enterprise technical standards.	Shape a whole function or enterprise technical capability.	Influence executive decisions and align senior stakeholders.
7	Enterprise leadership expertise or exceptional cross-domain depth.	Shape enterprise choices under uncertainty and structural change.	Set strategic direction for a major enterprise function.	Own major enterprise functional outcomes.	Align board, executive and strategic external partners.
8	Integrated enterprise knowledge spanning major business domains.	Set whole-enterprise direction under external ambiguity.	Lead enterprise direction within the board mandate.	Own overall enterprise performance and priorities.	Lead enterprise stakeholder alignment and external representation.
GRADE	SCORE FLOOR (INCLUSIVE)		SCORE CEILING (EXCLUSIVE)		SCOPE
G1	1.00		1.85		Task delivery
G2	1.85		2.75		Experienced delivery
G3	2.75		3.65		Independent practice
G4	3.65		4.55		Advanced practice
G5	4.55		5.45		Domain or multi-site leadership
G6	5.45		6.35		Function or enterprise expertise
G7	6.35		7.25		Enterprise strategy
G8	7.25		8.01		Whole enterprise

Decisions before implementation

Resolve provisional grades and review pay exceptions against validated role content and policy.

6

Provisional grades

1

Roles below minimum

3

Roles above maximum

2

Grade changes vs current

ROLE	MODELLING GRADE	GRADE BASIS	REVIEW ITEM	RECOMMENDED NEXT ACTION
<u>Warehouse Operator</u> JA002	G1	Approved	Below band minimum	Review \$96,000 annual adjustment across 80 FTE.
<u>Marketing Coordinator</u> JA010	G3	Approved	G2 → G3	Record and implement the approved grade change.
<u>HR Business Partner</u> JA019	G4	Provisional	Pending panel calibration	Confirm evidence and obtain panel approval.
<u>Software Engineer</u> JA020	G4	Provisional	Pending panel calibration Above band maximum	Confirm evidence and obtain panel approval. Review pay policy and validate the exception.
<u>Senior Data Scientist</u> JA024	G5	Provisional	Pending panel calibration	Confirm evidence and obtain panel approval.
<u>Reward Lead</u> JA025	G5	Provisional	Pending panel calibration G4 → G5	Confirm evidence and obtain panel approval. Confirm the proposed grade increase.
<u>Principal Solutions Architect</u> JA032	G6	Provisional	Pending panel calibration	Confirm evidence and obtain panel approval.
<u>Head of Commercial</u> JA035	G6	Provisional	Pending panel calibration	Confirm evidence and obtain panel approval.
<u>Chief Financial Officer</u> JA038	G7	Approved	Above band maximum	Review pay policy and validate the exception.
<u>Chief Executive Officer</u> JA040	G8	Approved	Above band maximum	Review pay policy and validate the exception.

Governance principle Pay exceptions do not automatically justify regrading. Confirm job scope, calibrate job size and approve grades before implementing reward decisions.

Reporting relationships, IDs, scope evidence, factor ratings and track fit are aligned or complete in the source review. Two roles show a grade increase relative to current grade; the Reward Lead change remains provisional. Source: Job_Architecture_Consultancy_Template(1).xlsx · Framework version 1.0 · 9 October 2026. This report presents the supplied workbook snapshot; changes to the workbook are not automatically synchronised. Print/PDF includes the report tables and methodology; individual role evidence is available in the interactive role details.



Clarity in work. Confidence in reward.

Harbour Services Group · Demonstration report
Prepared from the supplied job architecture template · October 2026

CONFIDENTIAL · FOR DISCUSSION
All role and salary data is illustrative.