AEA by Ivory & Co.

Workforce Architecture Standard

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1. Definition

Workforce Architecture defines how the enterprise composes the roles required to participate in its work and determines how those roles are sourced, fulfilled, structured and assigned to human, agent or organisational participants.

Workforce Architecture is the architecture of Participation.

Its governing question is:

What participation is required, and who or what will fulfil it?

Its founding design rule is:

Arrange the Role before you know the Participant.

Workforce Architecture separates the participation required by enterprise work from the particular human, agent or organisation that eventually fulfils it.

2. Why Workforce Architecture Exists

Work must be performed, but the enterprise should not begin by assuming who performs it.

If architecture begins with named people, existing job titles, organisational charts or available technology, current fulfilment arrangements can become mistaken for permanent business requirements.

Workforce Architecture reverses that logic.

It begins with the participation required by the work.

It then composes Roles, establishes the Skills Required, determines how participation should be sourced, identifies the appropriate Participant Type, arranges the relevant Workforce Structures and assigns a specific entity.

The governing progression is:

Execution Participation Requirement !’ Role !’ Skills Required !’ Sourcing !’ Participant Type !’ Structures !’ Assigned Entity !’ Gap Analysis !’ Learning Pathway

This progression is architectural rather than a mandatory linear implementation workflow.

Its purpose is to prevent the identity of the current fulfiller from silently determining the design of participation.

3. Participation

Participation is the involvement required from a fulfiller in order for enterprise work to be performed.

Participation originates in the work.

Execution Architecture establishes the work and the participation requirements associated with

that work, including Operational RACI where applicable.

Workforce Architecture composes those requirements into Roles and determines how those Roles are fulfilled.

> Execution defines the participation required by the work. Workforce defines how that participation is composed and fulfilled.

Participation may later be fulfilled by a human, agent, organisation or another established Participant Type.

The participation requirement itself must remain distinguishable from its fulfiller.

4. Execution Participation Requirement

An Execution Participation Requirement is a requirement established by Execution Architecture identifying participation necessary for work to be performed as intended.

It may concern:

- responsibility;
- accountability within work;
- contribution;
- review;
- approval;
- consultation;
- information;
- decision participation;
- specialist input;
- execution;
- oversight;
- or another work participation requirement.

Operational RACI is one mechanism through which Execution may express participation requirements.

The requirement remains Execution-owned.

Workforce consumes those requirements when composing Roles.

> The work establishes the need for participation. Workforce establishes the fulfilment architecture.

5. Role

A Role is a fulfilment-agnostic composition of participation required from enterprise work.

A Role is a Workforce object.

It is composed from one or more participation requirements without assuming the specific human, agent or organisation that will fulfil it.

A Role may combine participation requirements from multiple Process Modules or other work contexts where that composition is architecturally appropriate.

A Role is not:

- a Person;
- a Job Title;

- a Position;
- an Ecosystem Actor;
- an Assigned Entity;
- or a Participant.

Role "` Person "` Job Title "` Position "` Ecosystem Actor "` Participant.

The same Role may be fulfilled by different Participant Types in different contexts where the nature of the work permits it.

6. Skills Required

Skills Required are the abilities required for a Role to fulfil its participation effectively.

Skills are attached to the Role before assignment.

This prevents the current abilities of a named Participant from silently defining what the Role requires.

Role !’ Skills Required !’ Assignment

not:

Available person !’ existing skills !’ Role definition

A Skill is not a Domain Capability.

A Capability is a stable business ability of the enterprise.

A Skill is an ability required for participation in work.

Skill "` Capability.

Where a non-human Participant can satisfy an established ability requirement, the architecture may represent that requirement in a form appropriate to that Participant Type. The detailed skill schema belongs downstream.

7. Sourcing

Sourcing determines how the enterprise will obtain the participation or outcome required from the Role or work.

Sourcing has two distinct dimensions:

Sourcing Route

The established route is:

- Build
- Buy
- Partner

Sourcing Unit

The enterprise may source:

- Capability
- Execution Outcome
- Labour
- Skill

Route and Unit are separate propositions.

For example, the enterprise may Buy Labour, Partner for a Capability, Buy an Execution Outcome or Build Skill.

> Sourcing Route "` Sourcing Unit.

This replaces older deployment taxonomies that mixed sourcing route, automation choice, orchestration mechanism and fulfilment type into one classification.

8. Build, Buy and Partner

Build means the enterprise develops or establishes the required participation or ability within the enterprise's own controlled fulfilment architecture.

Buy means the enterprise purchases the required Capability, Execution Outcome, Labour or Skill through an external commercial arrangement.

Partner means the enterprise fulfils the requirement through an ongoing collaborative relationship in which participation is materially interdependent.

The detailed commercial and relationship characteristics belong to the relevant architectures.

Ecosystem Architecture establishes external Actors and Relationships where material.

Workforce Architecture determines the sourcing proposition for participation.

9. Capability, Execution Outcome, Labour and Skill

The Sourcing Unit determines what the enterprise is obtaining.

Capability — a stable business ability sourced as an externally fulfilled business ability.

Execution Outcome — a defined outcome from work sourced without requiring the enterprise to architect every internal participation detail of the provider.

Labour — participation capacity supplied into enterprise-defined work.

Skill — access to a specific ability or expertise required for participation.

The distinction matters because the enterprise's architectural responsibility changes with the unit sourced.

Where the enterprise sources a Capability or Execution Outcome, the provider's internal Workforce may remain opaque.

Where the enterprise sources Labour or Skill into its own Roles, Workforce Architecture generally requires greater participant-level resolution.

> Source the thing you require; do not accidentally inherit the provider's entire workforce architecture.

10. Participant Type

A Participant Type identifies the kind of fulfiller appropriate to a Role or participation requirement before a specific entity is assigned.

Established Participant Types include:

- Human
- Agent
- Organisation

Other Participant Types may be established where genuinely required.

Participant Type is not the specific Assigned Entity.

It allows the enterprise to reason about fulfilment without prematurely naming the fulfiller.

> Role first. Participant Type second. Assigned Entity later.

A Role should not be labelled inherently human or inherently agent unless the nature of the participation actually requires that distinction.

11. Assigned Entity

An Assigned Entity is the specific human, agent or organisation assigned to fulfil a Role or participation arrangement.

Assignment occurs after the Role and its requirements have been established sufficiently to assess fit.

Examples may include:

- a named employee;
- a specific AI agent;
- a contracted organisation;
- or another specific fulfiller.

The Assigned Entity does not redefine the Role merely because its characteristics differ from the Role requirement.

Where the fit is imperfect, the difference becomes visible through Gap Analysis.

12. Participant

A Participant is a human, agent or organisation fulfilling participation in enterprise work.

Participant is the Workforce reading of the fulfiller.

The same real-world entity may also appear elsewhere in AEA.

For example, an external provider may be:

- an Ecosystem Actor because the enterprise has a material Relationship with it;
- a Workforce Participant because it fulfils an Execution Outcome;
- and an Expression Audience where contextual expression to that provider matters.

These are distinct architectural propositions.

> Shared identity across architectures does not create shared object ownership.

13. Participant Record

A Participant Record may provide the governed Workforce representation of a specific Assigned Entity and the Workforce propositions relevant to its participation.

The Participant Record is downstream of Role design, Skills Required, Sourcing, Participant Type and assignment.

It must not silently determine those upstream propositions.

Detailed Participant Record fields, cross-architecture references and information requirements belong in the Workforce Architecture Information Specification and related downstream package components.

They are not required to define Workforce Architecture at Published Standard level.

14. Workforce Structures

Workforce Architecture establishes four orthogonal structures:

1. Delivery Structure 2. Organisation Structure 3. Authority Structure 4. Discipline Structure

Each answers a different architectural question.

They may overlap in real-world people or entities, but they must not be collapsed.

No structure has inherent precedence over another.

> Conflict between Workforce Structures is a scope or architecture error, not evidence that one structure outranks another.

15. Delivery Structure

Delivery Structure defines how Roles and Participants are arranged to perform work.

It concerns the configuration through which participation is brought together for delivery.

Delivery Structure may support different patterns depending upon the work, including stable, temporary, distributed, coordinated or other arrangements.

No closed taxonomy of Delivery Structure dimension values is established in this Published Standard.

That taxonomy belongs in the downstream Workforce Architecture package if and when required.

Delivery Structure does not establish formal organisational placement merely because people work together.

It does not establish binding authority merely because one Participant directs activity.

> How work is delivered is not automatically how the enterprise is organised or where authority sits.

16. Organisation Structure

Organisation Structure defines formal organisational accountability and placement.

It represents the enterprise's formal human organisational arrangement.

> Organisation Structure terminates at a human.

Agents may support, coordinate, execute, analyse, route, recommend or perform delegated work.

They are not accountable organisational nodes.

Where an agent participates in work, the human accountability and stewardship applicable to that agent must remain identifiable through the appropriate architecture.

Organisation Structure must not be inferred from Delivery Structure.

People may collaborate across organisational boundaries without changing formal organisational placement.

17. Authority Structure

Authority Structure defines binding decision rights and delegation for execution within the enterprise.

Authority is distinct from:

- participation;
- responsibility;
- operational accountability;
- expertise;
- technical access;
- workflow direction;
- coordination;
- Trust;
- and organisational proximity.

> Authority is held by humans.

Agents may execute delegated authority only within explicitly bounded, machine-enforceable conditions established by authorised humans.

Agents do not independently hold authority.

Agents may not subdelegate authority.

> Technical access "` Authority.
>
> Being trusted "` being authorised.
>
> Directing work "` holding authority.

Authority Structure concerns enterprise decision rights for participation and execution. Authority governing the AEA Standards themselves remains within the AEA Governance System and is not transferred to Workforce Architecture by this definition.

18. Discipline Structure

Discipline Structure defines the professional, technical or practice standards and oversight required for competent practice.

It may establish:

- professional standards;
- technical standards;
- practice expectations;
- competency oversight;
- specialist review;
- professional development;
- or other discipline-specific requirements.

Discipline Structure is distinct from Authority Structure.

> Competent practice belongs to Discipline. Binding decision rights belong to Authority.

A discipline leader may hold substantial expertise without holding binding authority over every decision made by Participants in that discipline.

Likewise, an authorised decision-maker may require discipline input without becoming the discipline authority.

External credentialing or standards bodies may be Ecosystem Actors.

The internal Discipline Structure remains Workforce-owned.

19. Orthogonality of the Four Structures

The four Workforce Structures describe different dimensions of participation.

A Participant may therefore have:

- one Delivery relationship;
- another Organisation placement;
- a separately defined Authority boundary;
- and a Discipline relationship to a professional or technical practice.

These structures may coincide.

They do not have to.

For example, a specialist may work in a cross-functional Delivery Structure, report formally through an Organisation Structure, hold limited Authority Structure rights and receive technical oversight through a Discipline Structure.

The architecture must preserve these distinctions.

> Delivery tells us how work is arranged. Organisation tells us formal placement. Authority tells us who can make binding decisions. Discipline tells us how competent practice is governed.

20. Direction, Coordination and Authority

Enterprise work requires direction, routing, coordination and triggering.

These actions do not automatically constitute authority.

A human may direct another Participant's work within an established Delivery Structure without holding broader organisational authority.

An agent may route tasks, trigger work, coordinate sequences or direct another agent's execution within established rules.

This does not make the agent an Authority holder.

> Execution direction is not the same proposition as binding decision authority.

The Authority Structure determines who can make the binding decision and under what delegated conditions it may be executed.

21. Human and Agent Participation

Workforce Architecture is fulfilment-agnostic until Participant Type becomes architecturally relevant.

A Role should therefore be designed around required participation rather than around assumptions that work is inherently human or inherently automated.

A human may fulfil a Role.

An agent may fulfil a Role where the participation can legitimately be performed by an agent.

A Role may be fulfilled through hybrid participation.

An organisation may fulfil an outcome or Capability.

The architecture must preserve the requirements of the Role regardless of fulfiller.

Do not redesign the requirement merely to fit the available Participant unless the work requirement itself has changed.

22. Agent Participation

An agent may participate in enterprise work as a Workforce Participant.

Its runtime, model, platform, tooling and technical enablement may sit within Environment Architecture.

Its executable instructions remain Execution Architecture.

Its Role and participation remain Workforce Architecture.

Its ability to be relied upon under particular conditions may be a Trust proposition.

Its actual performance is captured through Reality.

Its information requirements and organisational understanding are supported through Intelligence.

Agent is a Participant Type, not a substitute for architecture.

23. Organisational Participation

An organisation may itself be a Workforce Participant where the enterprise sources a Capability or Execution Outcome from that organisation.

The organisation may simultaneously be an Ecosystem Actor because the enterprise holds a material Relationship with it.

The provider's internal workforce does not automatically become part of the enterprise's Workforce Architecture.

The level of Workforce resolution follows what the enterprise is actually sourcing.

Capability or outcome sourcing may terminate at the organisation. Labour or Skill sourcing generally requires deeper participation resolution.

24. Gap Analysis

Gap Analysis compares the requirements of a Role with the current ability of an Assigned Entity to fulfil it.

The gap may concern:

- Skills Required;
- availability;
- capacity;
- authority;
- discipline requirements;
- enablement;
- Trust conditions;
- or another material participation condition.

Gap Analysis does not redefine the Role to eliminate the difference.

It makes the difference visible.

The response to a gap may span several architectures.

For example:

- Workforce may alter assignment or sourcing;
- Environment may provide enablement;
- Execution may redesign work;
- Trust may alter reliance conditions;
- Intelligence may establish required understanding;
- Possibility may explore another future configuration.

A gap is evidence of misfit or unmet requirement, not permission to silently change the architecture.

25. Learning Pathway

A Learning Pathway is a governed development pathway established where an Assigned Entity can close a relevant participation gap through learning or capability development at the individual level.

It is downstream of:

Role !’ Skills Required !’ Assignment !’ Gap Analysis

A Learning Pathway must not substitute for correct Role design or sourcing.

Not every gap should be solved through learning.

The enterprise may instead change assignment, source differently, alter enablement, redesign work or take another architectural response.

26. Workforce and Execution Architecture

Execution owns:

- Process Modules;
- Canonical Invariant Contracts;
- Approved Variants;
- Tasks;
- Instructions;
- Operational Policies;
- Operational RACI;
- and Operational Metrics.

Workforce owns:

- Roles;
- Skills Required;
- Sourcing;
- Participant Types;
- Workforce Structures;
- Assigned Entities;
- Participants;
- Gap Analysis;
- and Learning Pathways.

The primary handoff is:

Execution Participation Requirement !’ Workforce Role

Operational RACI expresses participation and accountability requirements within work.

Authority Structure expresses binding decision rights.

These propositions must remain distinct.

> Operational RACI "` Authority Structure.

An Accountable designation in an operational RACI must not be treated as a universal grant of enterprise authority.

27. Workforce and Ecosystem Architecture

Ecosystem owns Actors, Relationships, Exchanges and Dependencies.

Workforce owns Roles and Participants.

> Actor "` Role "` Participant.

The governing sequence is:

> Domain — what Capability must exist
>
> Ecosystem — what Actors and Relationships are required around its delivery, access, exchange or sustainment
>
> Execution — what work must be performed
>
> Workforce — what Roles are required and who or what fulfils them

An external organisation may be both an Ecosystem Actor and a Workforce Participant for different architectural reasons.

Its internal staff do not automatically become enterprise Ecosystem Actors or Workforce Participants.

28. Workforce and Domain Architecture

Domain owns stable enterprise Capabilities.

Workforce owns the participation required to fulfil work associated with those Capabilities.

A Role is not a Capability.

A Skill is not a Capability.

A team is not a Capability.

A Participant is not a Capability.

Where the enterprise sources a Capability externally, Workforce determines the sourcing proposition while Domain retains Capability identity.

> Capability identity remains Domain even when fulfilment is external.

29. Workforce and Environment Architecture

Workforce defines Roles, Participants and participation arrangements.

Environment defines the physical and technological enablement required for enterprise instructions to be executable as intended.

Workforce may expose participant-specific conditions relevant to enablement, but it does not thereby own the Environment Requirement.

For example, a Role may require secure remote participation, specialised equipment or access

to an agent runtime.

Environment determines the physical or technological enablement requirement and its fulfilment.

> Workforce defines participation. Environment defines the physical and technological enablement required for the work through which that participation occurs.

Technical access to an Environment does not confer Workforce Authority.

30. Workforce and Intelligence Architecture

Workforce originates Requirements of Understanding where it needs to understand Roles, Skills Required, sourcing, Participants, gaps, learning needs or another Workforce proposition.

Intelligence architects fulfilment of those requirements.

Information about a Participant is not the Participant.

Information about a Role is not the Role.

Intelligence must not use available participant information to silently redesign an upstream Role.

> Workforce determines what it needs to understand. Intelligence establishes how that understanding is formed.

31. Workforce and Reality Architecture

Workforce owns the identity and meaning of Workforce propositions.

Reality captures their actual state where required.

Examples may include actual:

- assignment;
- availability;
- capacity;
- skill state;
- participation;
- fulfilment;
- organisational placement;
- or another material Workforce actuality.

Reality does not acquire ownership of the Role or Participant because it captures actual Workforce state.

> Workforce defines the participation proposition. Reality captures what is actually the case.

32. Workforce and Trust Architecture

Trust may determine whether a Participant can be relied upon for a particular Reliance Attribute, transaction, relationship or delegated condition.

That Trust proposition may affect:

- assignment;
- autonomy;
- review requirements;
- delegation;
- supervision;

· or another participation condition.

Trust does not define the Role.

A change in Trust does not automatically change the underlying participation requirement.

Where Trust conditions require executable work to change, Execution assesses whether a Variant or other instruction change is required.

Where Trust conditions alter who may fulfil a Role or the bounds within which they may act, Workforce assesses assignment and Authority Structure implications.

> Trust constrains reliance. Workforce composes participation.

33. Workforce and Directional Architecture

Directional establishes strategic scope and choices.

Those choices may create implications for Workforce composition, sourcing or future participation.

Workforce determines the participation architecture required to realise the adopted direction.

Direction does not itself confer authority.

A strategic instruction, priority or intent must still operate through established Authority Structure and Execution arrangements.

> Direction establishes intent. Authority establishes binding decision rights.

34. Workforce and Possibility Architecture

Possibility may explore alternative Workforce configurations.

Examples may include future:

· sourcing models;
· Participant Types;
· automation configurations;
· organisational patterns;
· skill models;
· Delivery Structures;
· or other participation possibilities.

These remain Possibility propositions until adopted.

Workforce owns the established participation architecture.

> Possibility explores how participation could change. Workforce defines how participation is currently architected.

35. Workforce and Expression Architecture

Participants may be audiences for enterprise expression.

Participants may also carry Enterprise Identity through their interactions.

Neither fact makes the Participant an Expression object.

Expression may establish requirements for how identity should be expressed to or through Participants.

Workforce retains Role and Participant ownership.

Employees may therefore simultaneously be Workforce Participants and Expression Audiences.

Being an audience does not stop a person being a Participant; being a Participant does not make Audience Segment a Workforce classification.

36. Workforce and AEA Governance

Workforce Authority Structure defines binding decision rights for enterprise participation and execution.

AEA Governance defines authority concerning the AEA Standards, including their version, change, conformance, release, publication and archival treatment.

These authority propositions must not be collapsed.

A person may hold enterprise operational authority without holding authority to alter an AEA Standard.

Likewise, standards governance authority does not automatically confer operational enterprise authority.

Authority is scoped to the proposition over which the right is held.

37. Governing Principles

Workforce Architecture is the architecture of Participation.

Arrange the Role before you know the Participant.

Execution defines the participation required by the work. Workforce defines how that participation is composed and fulfilled.

Role is fulfilment-agnostic.

Role "` Person "` Job Title "` Position "` Ecosystem Actor "` Participant.

Skill "` Capability.

Sourcing Route "` Sourcing Unit.

Build / Buy / Partner are sourcing routes. Capability / Execution Outcome / Labour / Skill are sourcing units.

Role first. Participant Type second. Assigned Entity later.

Actor "` Role "` Participant.

Shared real-world identity does not create shared architectural ownership.

Workforce has four orthogonal Structures: Delivery, Organisation, Authority and Discipline.

No Workforce Structure has inherent precedence over another.

Organisation Structure terminates at a human.

Authority is held by humans.

Agents may execute delegated authority within explicitly bounded, machine-enforceable conditions. They do not independently hold or subdelegate authority.

Technical access "` Authority.

Directing work "` holding Authority.

Operational RACI "` Authority Structure.

Competent practice belongs to Discipline. Binding decision rights belong to Authority.

Agent is a Participant Type, not a substitute for architecture.

A provider Relationship does not automatically import the provider's internal workforce into the enterprise architecture.

Workforce defines participation. Environment defines the physical and technological enablement required for the work through which that participation occurs.

Trust constrains reliance. Workforce composes participation.

Direction does not confer Authority.

A gap must remain visible until an architectural response resolves it.

38. AI Protocol

AI may assist Workforce Architecture by:

- extracting Execution Participation Requirements;
- identifying candidate Role compositions;
- identifying Skills Required;
- comparing sourcing options;
- testing Sourcing Route and Sourcing Unit separately;
- identifying candidate Participant Types;
- comparing Assigned Entities against Role requirements;
- identifying gaps;
- proposing candidate Learning Pathways;
- checking conflicts between Delivery, Organisation, Authority and Discipline Structures;
- identifying where technical access has been mistaken for Authority;
- identifying where Operational RACI has been mistaken for Authority Structure;
- and testing whether a Role has been designed around a named Participant rather than required participation.

AI must not:

- begin with a named person and infer the Role solely from that person's current activities;
- treat Job Title as Role without establishing the participation requirement;
- treat Skill as Capability;
- treat Ecosystem Actor as Workforce Role;
- treat Participant as Actor without an Ecosystem basis;
- collapse Build / Buy / Partner with Capability / Execution Outcome / Labour / Skill;
- assign a specific Participant before the Role is sufficiently established;
- redesign the Role merely to eliminate a gap with the available Participant;
- infer Authority from technical access;
- infer Authority from expertise;
- infer Authority from Trust;
- infer Authority from Operational RACI alone;
- assign independent Authority to an agent;
- permit an agent to subdelegate Authority;
- infer Organisation Structure from Delivery Structure;
- infer Authority Structure from Organisation Structure;
- infer Discipline Structure from Authority Structure;
- assume a provider's internal staff are enterprise Participants;
- or expose proprietary AEA in Action composition methods as Published Standard doctrine.

AI may assist the composition of participation. It must not manufacture authority, role identity or participant fit.

39. Conformance

A conformant application of Workforce Architecture must preserve, where applicable:

1. the originating Execution Participation Requirement; 2. Role; 3. Skills Required; 4. Sourcing Route; 5. Sourcing Unit; 6. Participant Type; 7. Delivery Structure; 8. Organisation Structure; 9. Authority Structure; 10. Discipline Structure; 11. Assigned Entity; 12. Participant; 13. Gap Analysis where relevant; 14. Learning Pathway where relevant; 15. distinction between Role and Participant; 16. distinction between Skill and Capability; 17. distinction between Ecosystem Actor and Workforce Participant; 18. distinction between Operational RACI and Authority Structure; 19. human ownership of Authority; 20. explicit bounds for delegated agent execution where applicable; 21. distinction between Workforce participation and Environment enablement; 22. Requirements of Understanding originating in Workforce where applicable; 23. and cross-architecture ownership where Workforce propositions are consumed elsewhere.

40. Non-Conformance

An application is non-conformant where it:

· begins Workforce design with named people rather than participation requirements without an established reason;
· treats Job Title as Role;
· treats Person as Role;
· treats Ecosystem Actor as Role;
· treats Participant as Role;
· treats Skill as Capability;
· uses the current Participant's skills to silently redefine Role requirements;
· collapses Sourcing Route and Sourcing Unit;
· treats automation or orchestration as additional sourcing routes without an established Workforce basis;
· assigns a Participant before the participation proposition is sufficiently established;
· collapses Delivery, Organisation, Authority and Discipline Structures;
· gives one Workforce Structure automatic precedence over another;
· places an agent as the terminal accountable node of Organisation Structure;
· treats technical access as Authority;
· treats Trust as Authority;
· treats expertise as binding Authority;
· treats Operational RACI as the complete Authority Structure;
· allows an agent to independently hold or subdelegate Authority;
· treats direction or coordination as proof of Authority;
· automatically imports a provider's internal workforce into enterprise Workforce Architecture;
· treats a Participant Record as the upstream source of Role design;
· or labels missing downstream schema detail as a Published Standard doctrine gap.

41. Published Gaps

GAPS — None currently identified that prevent publication of this Standard.

The following matters remain legitimate downstream package work rather than Published Standard gaps:

· detailed Delivery Structure dimension values;
· Participant Record fields;

· detailed cross-architecture Participant references;
· sourcing schemas;
· Skill schemas;
· Authority delegation fields;
· Discipline structures;
· Gap Analysis methods;
· Learning Pathway specifications;
· and native render/construction rules.

Their absence does not prevent the governing Workforce Architecture from being defined.

42. Publication Position

Workforce Architecture provides AEA with its architecture of Participation.

It separates the participation required by enterprise work from the identity of the fulfiller.

The governing sequence is:

Execution Participation Requirement !’ Role !’ Skills Required !’ Sourcing !’ Participant Type !’ Structures !’ Assigned Entity !’ Gap Analysis !’ Learning Pathway

This allows the enterprise to design participation before current people, systems, agents, providers or organisation charts constrain the answer.

It also establishes four separate structural views:

Delivery — how work is arranged

Organisation — where formal human accountability and placement sit

Authority — who holds binding decision rights and how delegation is bounded

Discipline — how competent professional or technical practice is governed

These structures may intersect without collapsing into one another.

The architecture further preserves the critical boundaries:

Actor "` Role "` Participant

Skill "` Capability

Operational RACI "` Authority Structure

Technical access "` Authority

Trust "` Authority

Direction "` Authority

and:

Agent participation "` agent authority.

The resulting architecture supports human, agent, organisational and hybrid fulfilment without redesigning enterprise work around the current fulfiller.

The governing proposition is therefore:

Workforce Architecture defines how the enterprise composes the roles required to participate in its work and determines how those roles are sourced, fulfilled, structured and assigned to human, agent or organisational participants.