RoleMapper's Guide to Job Families

RM RoleMapper

What are Job Families?

A job family is a group of related jobs within an organisation that share similar skillsets, nature of work and career paths. The essential nature of the activities and the basic skills used will be similar for all roles within a job family, although the level of responsibility, the skills required to do the work and the scope of the role may be different. The job titles for each role within a job family should be chosen to reflect these differences in scope and responsibility, whilst still utilising a common job titling language to make it clear which job family a job sits within.

Job families are often grouped together within "job family groups" or "job functions" – these are higher level categories of jobs, which will include multiple job families. Examples of job functions would be Finance or General Administration.

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The concept of job families and job functions can help establish a robust framework within an organisation, which can be particularly useful when there is currently a lot of variation in job titles between different functions.

Josh Bersin refers to job families as "Guilds" or "Professional Groups" as roles are grouped on similar skills requirements. He recommends that each job family is owned by a capability leader, who is then responsible for keeping track of the skills and technologies that people in the group need, as well as making sure they are also aware of wider career options that utilise their skills.

There is often a tendency to create job families and job titles in silos in different parts of the organisation. For example, the Finance and Operations functions may carry out independent projects to create job families specific to their function or business area.

However, there can be challenges with this approach in that opportunities may be missed to consolidate similar jobs and create job families that cross over business functions.

Each role within a job family should have a role profile. This is an outline or a high-level overview of a role.

For example, you will probably find project management roles in different functions across your organisation. If job families are designed within individual functions, these project management roles will be confined to individual, functional job families. This makes it difficult to look across these roles to identify the common skills and capabilities required.

Another better option would be to create a centralised "Project Management" job family within which all the different project management roles would sit. This would be an example of a Guild or Professional Group that would have the ability to utilise project management resources where it was most needed and also allow employees to move laterally through more varied project management career paths.

When job families are created based on skills and capabilities, it is then much easier to build learning solutions and Capability Academies that work for all the roles within the job family across the organisation.

Sometimes, there will be cases where some job families mirror job functions. For example, you might have HR roles in each business area, but it will usually make sense to have these linked in an HR job family aligned to the HR function. However, it is important you don't miss out on the potential benefits of having cross-functional job families.

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Ideally, job families should be linked to levels or grades. The number of levels or grades will vary for each job family depending on the scope and range of responsibilities, but the same system should be used for all job families. If designed in this way, it is then possible to look across different job families and see how different roles relate to each other based on their level or grade.

Marketing	Business Leadership	Management		Professional		Support	
		7	Vice President				
		6	Sr. Director				
		5	Director	6	Principal		
	Management and Professional	4	Sr. Manager	5	Expert		
		3	Manager	4	Advanced		
		2	Sr. Supervisor	3	Career	5	Specialist
		1	Supervisor	2	Developing	4	Highly Skilled
	Entry Level and Support			1	Entry	3	Senior
						2	Intermediate
						1	Entry

Why Implement Job Families?

In many organisations that we speak to, job data and job content is chaotic, inconsistent and unstructured with no governance or overall management.

Many organisations exist as a long list of job titles that have been added to organically as the organisation has grown, changed, merged or acquired. If an organisation does have a job structure in place, it is often the case that a streamlined structure was implemented but, over time, this has been difficult to govern and manage.

In both scenarios, there is often a resulting state of chaos:

- Hundreds of job titles, many just slight variations of others

- The same job being given different titles in different teams or locations

- The same title being used for jobs that are fundamentally different

- Different formats being used for job descriptions

- Job levels all over the place

- Inconsistencies in salary ranges across roles, business areas and regions

Reward & Compensation

Attracting Talent & Designing Inclusion

Pay Equity & Pay Transparency

Designing Career Paths

Job Architecture

Compliance & Reporting

Organisational Design & Workforce Planning

Maximising HR Tech Investment

Surfacing Skills Requirements

Introducing a job family structure can help consolidate, review, cleanse and streamline your job data and job content. Once a job family framework is in place, it provides a solid foundation for many key organisational processes.

A job family structure can help consolidate, review, cleanse and streamline your job data and job content.

Key benefits of a job family structure

1 **Simplified Pay Structures**

Introducing job families helps simplify pay structures by creating a more organised and streamlined approach to compensation.

In doing this, the number of distinct reward structures will be reduced, making it easier to manage and communicate pay information. Job families also simplify the process of determining appropriate pay ranges for different roles, as organisations can then use market data and industry benchmarks specific to each job family.

If a job evaluation process is in place, a job family structure makes it possible to evaluate the high–level roles within each family rather than evaluating each job in each location/team. By introducing broad categories of tasks for each role, then, as jobs change, the new tasks required are still likely to sit within the broad task category and therefore won't necessitate a new job evaluation.

Finally, organisations can better tailor their reward strategies to the market rates for specific groups of roles. Having standardised job titles within job families makes it easier to benchmark jobs against the external market and ensure that employees aren't underpaid or overpaid.

Salary benchmarking can be carried out at the job family level for the generic job title, rather than for each specific unique job within a function, one at a time. An organisation can also remain competitive in terms of pay, while also simplifying the overall pay structure and maintaining pay governance.

"Job families simplify the process of determining appropriate pay ranges for different roles"

2 Clearer Career Paths

Having a job family framework in place makes mapping out potential career paths for employees easier.

In our recent blog on career paths (also known as career ladders) we focus on mapping out how internal movement can happen within an organisation. They provide a roadmap for employees to identify potential opportunities for the next step in their career, based on their skills, interests and career objectives.

A good job family framework will have skills mapped; mapping job titles and skills into a job family framework makes it much easier to look laterally and develop cross-functional career paths. Given that 49% of employees are currently looking for a new role, career paths also help employees understand what steps there are for progression within the organisation, in turn helping you to retain key talent.
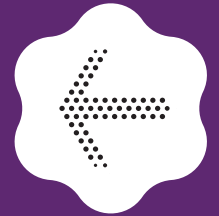
3 Pay Transparency

A job family structure can often facilitate better communication and transparency around pay. As legislation moves up the equality agenda it is gaining traction globally, particularly in the U.S. and parts of Europe. Pay transparency is also proving popular with employees and those seeking new roles – 60% of U.S. employees and 57% of U.K. employees would switch companies to one with more pay transparency.

60% **Would switch companies for more pay transparency** **57%**

With job families, individuals can see how their role fits into the broader structure of the organisation and are more likely to understand how compensation decisions are made and how their pay compares to others in similar roles. Having a well-defined job family structure allows organisations to make more data-driven decisions regarding compensation, including setting salary ranges and making adjustments based on market trends.

There also tends to be more accountability for pay decisions. When there is a clear framework for how roles are classified and compensated, it becomes easier to explain and justify pay decisions to candidates, employees and other stakeholders.

4 Pay Equity

Simplifying pay structures through job families can contribute to greater perceived fairness among employees. When they understand how their roles are grouped and how compensation decisions are made within their family, it can lead to higher levels of trust and satisfaction.

It also makes it easier to look across job families – particularly if these are linked by a common grading / levelling structure – to understand any pay equity issues between different roles.

Where roles are grouped into job families based on skills and responsibilities, overlaps and inefficiencies are avoided, and it is much easier to see if employees are being paid differently even though their experience and skills are the same.

Job families are the most effective type of pay structure for achieving accurate and legally compliant reporting.

5 More Accurate Reporting

One advantage of job families is that having a job family framework can help with the reporting requirements around equal pay.

Effective analysis of data and accurate reporting are vital components for conducting a comprehensive equal pay audit, designed to ensure that comparable roles are accurately renumerated. It is critical that when reporting on the various regulatory equity requirements, this analysis only uses truly comparable roles.

They help to identify roles across the business that are on a par with one another, making compliance much more straightforward. In fact, job families are the most effective type of pay structure for achieving accurate and legally compliant reporting.

6 Skills

Job families based on common skills and/or capabilities help facilitate the development of learning content.

Josh Bersin has pioneered the concept of Capability Groups and Capability Academies, which aim to "deliver business capabilities at scale to ensure that employees can perform, innovate, and grow in the business areas important to the company."

These academies go beyond a library of learning content, instead learning and development is achieved through programmes, projects, and assignments tailored to the company's processes, tools and tech stack, in real-time. Programmes are taught by internal experts, not instructors, and are co-designed with internal and external experts to expose internal areas of expertise and advance the state of knowledge.

A key advantage is that Capability Academies can be aligned to job families, provided these have been categorised based on common skills and capabilities. Examples could include an Innovation Academy linked to an Innovation job family or a Project Management Academy linked to a Project Management job family.

Job families categorised based on skills and capabilities allow organisations to understand the current levels of particular skills and capabilities and where there may be gaps. A skills-based job family should also have a senior leader sponsor who will scan the market for changes in the skills and capability requirements for the job family, making sure these are built into job descriptions and learning content in the Capability Academy.

7 Workforce Flexibility

Having a job family framework in place increases workforce agility. There may be times when there is a requirement to deploy employees across other areas of the organisation, due to factors such as sudden growth, a particular project or when there are resourcing issues.

This need was highlighted during the Covid pandemic when many organisations had to rapidly change their operating model in a very short space of time. Having roles broadly defined within a job family framework enables you to move people and their skills to where they are most needed without going through a formal process. As long as the role that you want them to do sits within the job family then there may be no need for a formal recruitment process or consultation.
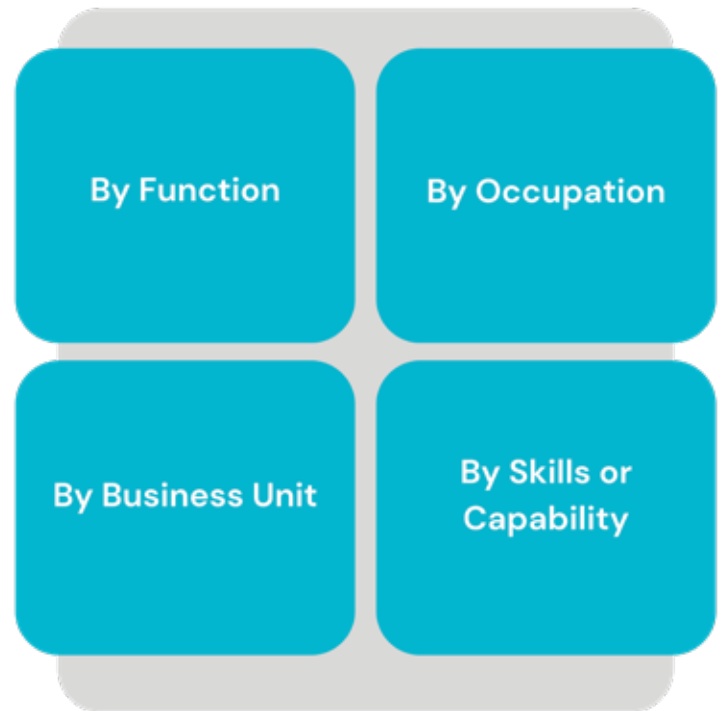
How to create Job Families

There are 4 main methods of categorisation for job families:

1.

By Function

The functional method for categorising roles into job families would involve creating job families based on existing organisational functions such as HR, Finance and IT.

As discussed previously in this guide, the challenge with this approach is that opportunities may be missed to consolidate similar jobs into job families based on shared capabilities – such as a Project Management job family. A purely functional approach also makes it more difficult to put in place Capability Groups and Academies to create learning content based on the key capabilities that define the job family.

By Function	By Occupation
By Business Unit	By Skills or Capability

2.

By Occupation

In some organisations, it may work to create job families based on certain occupations such as Engineers and Research Scientists

3.

By Business Unit

Job families can also be created based on business units such as call centres or production units

4.

By Skill or Capability

The final approach is to create job families based on skills or capabilities such as a Project Management job family. A key advantage of this approach is that it allows you to build learning solutions and Capability Academies that work for all the roles within the job family across the organisation.

To get you started, we've <u>created an example</u> of what job families could look like in your organisation. You could choose to do this internally, which would involve several manual processes, and extensive data analysis, or use technology like RoleMapper.

About RoleMapper

RoleMapper is an AI-powered job description management solution, built with inclusion at the core.

Our proprietary AI and advanced Natural Language Processing can transform your existing job titles and/or job data into a robust, future-focused job architecture, job family framework and job titling framework.

Our platform eliminates the cost and time burden on Reward and HR teams when creating a job architecture and job family framework to review within the business, as well as providing an accurate representation of the organisation for various strategic business and people initiatives.

As part of RoleMapper's AI-enabled service offerings, our in-house subject matter experts can transform your organisation's job data into a modern, standardised and fit-for-purpose job family framework.

Using RoleMapper's AI, our team of experts will:

- Consolidate your job title data and job content from various sources
- Identify similarities, gaps and duplicates to recommend a new job titling framework
- Harmonise and automate the creation and design of job families

Build a standardised, modern job architecture to best suit your organisational structure

Control
the Chaos

For more information on our product and service offerings, talk to one of the team at RoleMapper or sign up for one of our **upcoming demos here**.

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