

Five Steps to Building Job Families



Context

In today's dynamic business environment, organisations face the challenge of managing ever-evolving job roles. The skills required for these roles are also constantly changing.

Job families, which group similar roles together based on similar responsibilities and skills, are essential for effective workforce management and for facilitating organisational agility in this dynamic business climate.

By implementing job families, organisations can streamline talent development, simplify reward structures, enhance career progression, and foster a more strategic approach to workforce planning. A job family framework not only simplifies the creation of clear career pathways for employees but also helps to identify skill gaps and facilitate learning programmes.

This guide will explore the many benefits of job families, providing insights into how they can enhance organisational efficiency and drive sustainable growth. We will also outline the 5 steps we think are critical for any organisation thinking of moving to a job family framework.



This guide will explore the many benefits of job families, providing insights into how they can enhance organisational efficiency and drive sustainable growth.

Definitions And Benefits

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 Human Resources or General Administration.



By implementing job families, organisations can streamline talent development, simplify reward structures, enhance career progression and foster a more strategic approach to workforce planning.

What Does A Job Families Framework Enable An Organisation To Do?

Implementing a job family framework enables an organisation to create process efficiencies that save time, cost and resource. It also provides the building blocks for key workforce strategies:

Simplify Pay Structures

Job families provide an organisation with a simplified framework for managing pay and reward. The number of distinct reward structures will be reduced, making it easier to manage pay processes and communicate pay information. Job families also simplify the process of determining appropriate pay ranges for different roles, as organisations can use market data and industry benchmarks specific to each job family.

Simplify Job Evaluation Processes

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 accountabilities for each role, 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.

Enable Pay Transparency

A job family structure can often facilitate better communication and transparency around pay. When you have a job family structure with standardised role profiles and job titles, you're able to establish your grading and pay bandings at this higher level. This, in turn, makes it easier to align local roles to these broad role profiles and increases pay transparency as individuals can see how their role fits into the broader structure of the organisation.

They can more easily understand how compensation decisions are made and how their pay compares to others in similar roles. Having a well-defined job family structure also allows organisations to make more data-driven decisions regarding compensation, including setting salary ranges and making adjustments based on market trends.

Simplify Pay Equity Analysis

If roles are aligned to a job family structure, and each profile has a grade or level and a pay banding, it makes it much easier to look across your organisation and spot any pay equity issues. Where roles are grouped into families based on skills and responsibilities, it simplifies the process of understanding whether employees are paid differently, even though their experience and skills for the role may be the same. By consolidating roles into groupings of similar work and skills you have a much more effective way of assessing equal pay for equal work.

Provide A Framework For Skills

Many organisations are looking at moving to a skills-based approach. To do this you need to have a clear understanding of the work being done on the ground and the skills needed to deliver this work. It is then important to have a consistent framework to which all your jobs can be linked and a mechanism to capture, manage and govern these skills. A job family framework supports this on two levels:

- 1) Firstly, grouping jobs together into job families based on similar skills allows you to more easily identify and categorise the key skills your organisation needs.
- 2) It provides you with a structured framework to consolidate, capture and manage your skills. With all your roles linked to a consistent skills framework, you can understand the skills landscape for your entire organisation.

Design Career Paths

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

Develop Learning Content

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.”

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.

More Accurate Reporting

A job family framework helps simplify many compliance and reporting requirements, whether that is for equal pay, gender pay gap analysis or other compliance and legislative reporting requirements. Many of these requirements require having access to comparable roles; a job family framework helps you identify roles across the business that are truly on a par with one another. It is the most effective way of achieving accurate and legally compliant reporting.

Workforce Agility

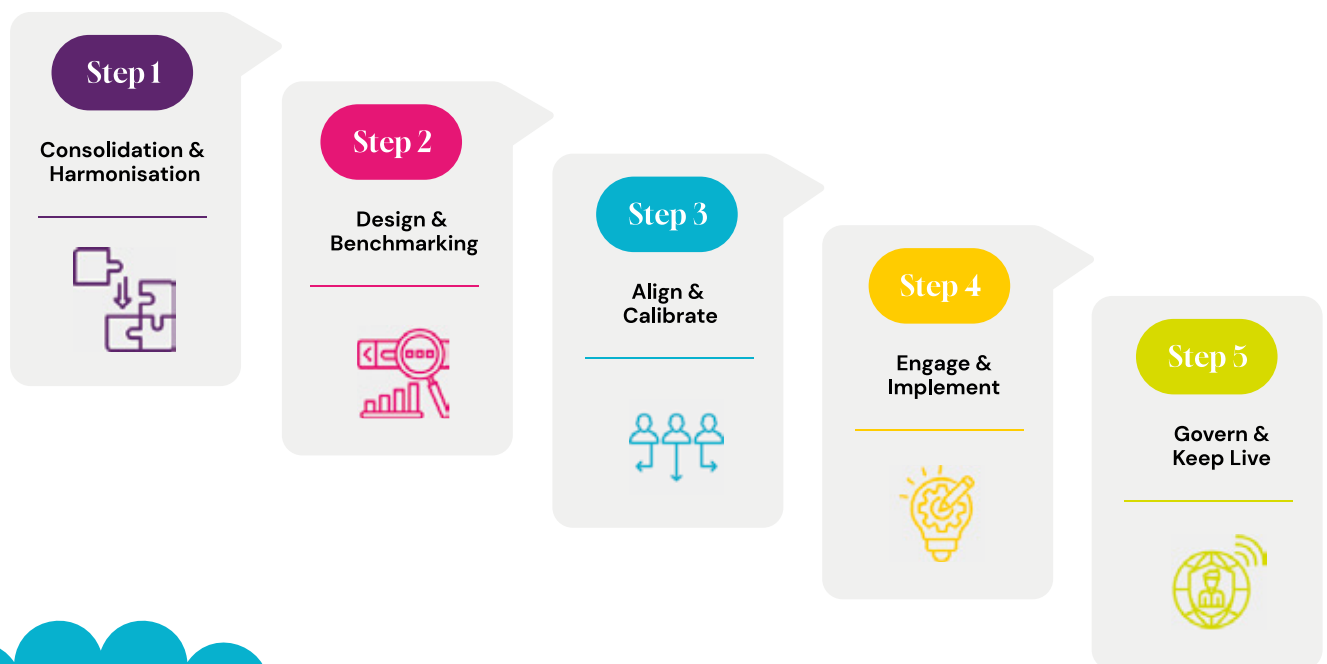
Aligning your jobs into job families is an enabler of better workforce planning and increased workforce agility. It provides you with the framework to consolidate all your skills and work in a structured format, that then allows you to identify commonalities of skills and work and increase your workforce agility. For example, if you are looking to see where skills may exist in the organisation to support specific, strategic initiatives or if you are looking at redeploying skills in a reorganisation, your job family structure allows you to see where you have commonality of skills so you can more rapidly deploy and relocate employees.

Key Steps To Creating Job Families

Implementing job families can feel like an overwhelming task, requiring multiple stakeholders and a considerable amount of time, effort and resources.

At RoleMapper, we recommend following 5 simple steps to create a job family framework that is robust, future-focused and dynamic and that will act as a solid foundation for many key processes in your organisation.

We will also show how, with AI and automation, the process of implementing a job family framework can be accelerated to fast-track organisational benefits.



We recommend following 5 simple steps to create a job family framework.

1 Consolidation and Harmonisation

The first step is to consolidate and harmonise all your job data.

You need to get a consolidated view of the jobs that you have in your organisation to understand the commonality of skills, jobs and work and the overriding framework that will be required for job families.

The traditional way to do this is to use a top-down approach involving in-depth conversations with individual teams to gain an understanding of what a specific function or department does, what jobs exist and the nature of work and skills. The challenge is that this can be quite a time-consuming and resource intensive process.

At RoleMapper, we recommend fast-tracking this with a data-driven approach, where you consolidate all your jobs across the organisation to identify commonalities of work and skills. Advancements in AI and Natural Language Processing can be a real game-changer. Leveraging this technology enables you to process large data sets from across the organisation to rapidly identify similarities and commonalities across all your jobs and create groupings aligned to the nature of work and skills, breaking down boundaries of organisational structures.

For example, a data-driven approach might show similarities and commonalities in jobs and skills across the organisation involving managing projects and programmes. This could lead to them being grouped together in one job family pulling in roles from different teams and departments. The traditional, siloed approach involving conversations with individual teams would have missed this opportunity.

2 Design and Benchmarking

Identify job families

Having consolidated all your job data, you now need to identify the groupings of jobs, work and skills that will form your job families.

Everyone thinks that their organisation is very different, but our analysis shows us that about 80% of job families, jobs, job data, job titling and job content are consistent across most organisations with approximately 20% variation based on the industry sector you are in and the specifics of your business.

We have identified four ways in which job families can be designed:

1. By function – this involves creating job families based on existing organisational functions such as HR, Finance and IT

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 – This involves creating job families based on skills or capabilities such as a project management or innovation

Our recommendation is to start by looking for opportunities for skills-based job families and then build the rest of your job families around functions or occupations/business units as required.

To illustrate the advantages of starting with a skills-based approach, let's again take project management roles as an 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.

A skills-based approach would be to create a centralised "Project Management" job family within which all the different project management roles would sit.

Our recommendation is to have a mix of skills-based and function/occupation/business unit job families, first identifying any opportunities for skills-based job families and then completing the framework with job families aligned to functions, occupations or business units.

Skills-based job families are particularly useful to address either current or future skills hotspots.



We recommend fast-tracking this with a data-driven approach, where you consolidate all your jobs across the organisation to identify commonalities of work and skills.

Create consistent job titling

Next, within this design and benchmarking step, is the harmonisation and standardisation of job titles.

One of the most common areas where we see chaos is around job titles. Hundreds of job titles, many just slight variations of others, the same job having different titles in different teams or locations and the same title being used for jobs that are fundamentally different.

Job titles drive the workflows of many HR systems and influence decisions on, for example, pay and reward, workforce planning and learning and development. If these are out-of-date, or inaccurate, this can have a significantly negative impact on decision-making.

We recommend introducing a job titling system that can be used for all job families. The job titling system should cover job titles used internally and externally (these are likely to be different). This consistency in job titles helps people understand the scope and level of responsibility for each role and how roles in different job families relate to each other.

At RoleMapper, we've built AI models that allow us to review, at scale, all the job titles in an organisation, then consolidate and harmonise them and make suggestions for alternative titles that fit with those currently being used in the market.

Create job content

Within this design phase, high level role profiles should be created for each role in each job family. Role profiles are descriptors of the role that sit across all position variations.

They define the core accountabilities, skills and competencies for the role, as well as level, grade and salary band. This is the document that should be used for external salary benchmarking and pay equity analysis.

Sometimes the terms "role profile" and "job description" are used interchangeably, but a role profile is a summary document of a role, whereas a job description is a translation of that role into a specific job or team. For each role profile, there may be multiple versions of job descriptions that align to variations within teams.

The RoleMapper content creation system can quickly generate best-practice, inclusive and optimised role profiles for all job roles in your new job family framework. This has saved customers up to 80% of the time it would have taken to create these manually.

External benchmarking

The final part of the design phase is external benchmarking which runs through all the design elements.

Once you've consolidated your data into groupings and titles, we recommend benchmarking your job families, job family descriptions, job titles and job content against external market data.

It may be the market has evolved or changed and the naming conventions and/or skills required have changed.

Therefore, aligning your job family framework to the market helps with many key processes and also futureproofs your framework. At RoleMapper, we use AI to help customers benchmark against their external market and provide job family, job title and job profile data to support this process step.

3

Align and Calibrate

Once the design stage is complete, the next step is to align employees to new job titles, role profiles, levels and grades in the job family framework and decide on local job titles.

This is where things can get quite political if, for example, an employee mapped to a “Senior Manager” role profile has traditionally been given a “Head of” job title locally. Decisions will have to be made around whether to align all job titles to the framework, or allow local variations.

Our platform can speed up what is traditionally a resource and time-intensive, detailed, manual process by automating workflows and providing an audit trail of responses.

Another example could be where there may be discrepancies in pay practices, grading structures, job titling. Market values may become apparent once employees have been mapped to roles in the new framework. It can be an opportunity to recalibrate pay practices to reflect the updated structure.

Once the job families have been populated with roles and job profiles, and employees have been mapped to roles and grades, these need to be sent out to be tested and reviewed by individuals from the relevant business areas.

The objective is to get review groups together from the different parts of the business that might all have, for example, project managers in their team. The aim of the review is to make sure that they are happy with the new structure and the content of the job family. It is important to clearly explain the process that was used to map previous roles into the framework, as well as the rationale for any changes that have been made.

RoleMapper can help with this phase of a job family project by seamlessly managing the end-to-end review process. Our inbuilt workflows and collaboration tools enable job families and role profiles to be sent out to the review groups that you have set up. You can determine exactly what reviewers can see and can comment on. Reviewers can use the system to add in comments and amendments. A progress dashboard enables you to track the review process.

We've built AI models that allow us to review, at scale, all the job titles in an organisation, then consolidate, harmonise and make suggestions for alternative titles that fit with those currently being used in the market.

4

Engage and Implement

The fourth step involves engaging with key stakeholders around the new framework to implement it.

We recommend starting with a clear and concise announcement from senior leadership, explaining what job families are and why they are being implemented. Highlight the benefits, such as career development opportunities, clearer progression paths, and greater pay transparency and provide detailed information on the structure of the new framework and how it aligns with the company's goals. Explain how employees' roles will fit within these families and what changes they can expect.

We recommend that each job family has someone who acts as the professional lead for that area. This should be someone who has been involved in the development of that job family and the process of assigning employees to the job family, so is best placed to help with any queries from employees.

5

Govern and Keep Live

Having invested the effort to define your framework, you want to be able to govern how new roles are created and assigned to job families to avoid recreating the chaos that may have existed before.

We recommend putting in governance processes around:

- **Creating new job families and editing existing ones**
- **Assigning roles to job families**
- **Job titling – both internal and external**
- **Creating new role profiles and amending existing ones**
- **Managing local job description alignment to prevent scope creep**

It is also important that this is a “live” framework – flexible, agile, and constantly updated in line with changes in the market.

Control the chaos



Talk to one of the team at
RoleMapper to learn more
or to arrange a demo.

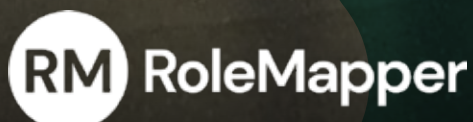


Ruth Evans

M: +44 7904 984304

E: ruth.evans@rolemapper.tech

www.rolemapper.tech



© RoleMapper 2024. All rights reserved.