

## What is a Job Family and why are we introducing this?

A Job Family is a name given to a group of jobs that has broadly similar roles in terms of their occupational area or function. Although the level of responsibility, skill or competence will differ, the essential nature of the activities is similar across the Job Family.

The introduction of Job Families will improve flexibility across the organisation, ensuring we have the right people with the right skills in the right place at the right time. It will also provide greater clarity to support learning and career development. This will be done through rationalising job profiles and greater transparency in the behaviours, skills and experience required for each of the job levels.

## **What will it mean for managers?**

All Single Status employees will be included within one of the five job families. It is unlikely the introduction of job families will significantly impact your day to day work however, it's important to understand what this may mean for you now, and in the future. You will find some examples below:

Focus on...	What does this mean for managers?
Recruiting New Talent	<p>Generic Role Profiles for every grade within a Job Family which can be found on Eric and is also attached to the post within the Resourcelink system.</p> <p>Recruitment adverts will now hold information relevant to the post, team, qualifications and any specific requirements of the role. The most successful job adverts are both creative and concise so it's imperative to balance the amount of information within the advert to attract the best talent and 'sell' the vacancy. Check out <a href="#">Learn Innovate Grow</a> for regular 'Writing Effective Recruitment Adverts' learning lunches, <a href="#">hints and tips</a> on Eric or contact our <a href="#">resourcing team</a> for support and advice.</p> <p>Manage expectations from the start of the employment journey with PKC and have the conversation at interview so that employees know they are expected to be flexible - they have a job with PKC not necessarily the job they are in – it's about protecting people not jobs.</p> <p>It is anticipated that Job Families will reduce the need to formally recruit as it will enable greater flexibility across the organisation and provide opportunities to move staff to other areas of the organisation within the same Job Family without having to go through a full recruitment process. This will be covered in more detail in Flexible Working.</p>
Retaining & Developing our Workforce	<p>The Job Family Framework has levels for each of the grades within the family which detail the demands in the role and what is expected / typical qualification required for the grade providing greater transparency in what is needed to progress to the next level. This will support Learn Innovate Grow Development Discussions.</p> <p>Further opportunities to use and develop new skills and experience for both managers and staff by moving around the organisation.</p> <p>Clear career paths for progression which will support succession planning within teams and services.</p>
Flexible Workforce	<p>There may be times where there is a requirement to deploy staff to work in other areas of the organisation i.e. area of growth, project work and where there are resourcing issues. The Job Family Framework enables greater flexibility as the behaviours, skills and experience required at each of the levels will be transferable within the Job Family.</p> <p>It is expected that managers will have open two-way dialogue with staff to discuss workforce priorities and where there is a requirement to move staff.</p> <p>Where there is a need to move people the key principles outlined in the <a href="#">Framework for Managing Change</a> should be followed so that employees contribute to and are involved and supported in any change that may impact them.</p> <p>It is reasonable to move staff to other areas however you would still have to consider how reasonable the move was and if there were any barriers. Best practice would be to ask for volunteers and ensure there is a fair and robust process to manage where there is more than one volunteer.</p>

Employment Terms & Conditions	<p>There are no changes to employee's terms and conditions of employment as a result of Job Families.</p> <p>All employees will receive a letter and generic role profile when their post has been incorporated into a Job Family.</p>
Communicating with Staff	<p>Keeping staff informed about the implementation of Job Families is essential so they have opportunities to reflect on what this means for them and have opportunities to ask questions.</p> <p>HR will provide managers with information prior to implementation to support discussions.</p> <p>There are regular <a href="#">learning lunches</a> where you can find out more information and discuss what this means for managers and staff.</p> <p>For further information contact <a href="mailto:hr@pkc.gov.uk">hr@pkc.gov.uk</a>.</p>
Managing Performance / Conduct (using a generic role profile)	<p>To sustain a high performing workforce it's important that managers have the skills and tools to manage performance and conduct.</p> <p>Managers ensure employees are clear of the standards, outcomes, objectives and behaviours that is expected through a range of discussions and tools including 1:1's, Supervision, Individual Work Plans, Team Plans, Customer Feedback, LIG Development Discussions, Code of Conduct, BMIP's, Corporate Plan, Community Plan etc</p> <p>Use the <a href="#">Achieving &amp; Maintaining Standards Framework</a></p>
Job Evaluation	<p>Managers will review the <a href="#">Job Family Framework</a> when requesting an evaluation of a new post or re-evaluation of an existing post.</p> <p>Managers will decide which Job Family a new post would fit when considering the main functions and also the appropriate level it could be placed due to the nature and demands of the post. Generic role profiles describe the skills, knowledge and behaviours required for each level within the job family.</p> <p>Where a post has changed, managers are required to provide evidence of the changes to the existing post that would exceed the typical demands of the current job family level and this will be confirmed through the job evaluation process. Refer to the <a href="#">Job Evaluation Request Guidance</a> on eric.</p>