

This information is provided to give some background on the concept of "Job Families". Which is one of the approaches we could use to progress single status, as set out in the 4th July Single Status Update Report coming to Council. It gives an overview of what Job Families are, and explains why they may be useful to us.

A Job Family is the name given to a group of jobs that have broadly similar roles, in terms of their occupational area or functions. For example Care Staff, Administration Staff, Technical Operatives or Management are typically examples of job families.

The Care family might include jobs like Home Carer, Playworker, Care Assistant, Social Carer, Youth Worker, Nursery Nurse etc. The Admin family would cover Clerical Assistant, Receptionist, Administrative Assistant, Benefits Officer, School Administrator, Administration Officer etc. The Technical Operative family typically includes Cleaner, Caretaker, Janitor, Cook, Roadworker, Gardner.

Within each Job Family, jobs are grouped into a number of levels based on their overall demands and responsibilities. So you will have Care levels from perhaps 1 – 5 and also Admin and Technical Operative levels 1 – 5, Although there are different specific jobs within each, those jobs have similar overall demands, and hence similar job evaluation scores. Therefore they receive the same basic pay from a common pay and grading structure.

What are the advantages of Job Families?

Job Families help to ensure consistency and equity in pay across the organisation and help to provide career opportunities for all employees working in these roles.

Job Families allow an open and transparent approach to roles, pay and terms and conditions of service. The Job Family aims to ensure that people understand their roles and responsibilities they are being asked to undertake and the developments required to progress.

They also help with flexibility and staff development as the descriptions of roles or levels within a family can be more open than a sometimes restrictive job description. It can target the range of skills and responsibilities that the Council wants to have developing into the future rather, than a narrow description of just what individuals are expected to do today. This ability to design for the future gives the Council the chance to develop the workforce it needs to deliver changing services, and staff the chance to enhance their skills and talents to pursue the careers and rewards they want.

Furthermore applying time and effort to maintaining 30 – 40 job family descriptions which cover most staff, is much more efficient than trying to maintain 1000+ individual job descriptions.

Who else is using Job Families

During the implementation of Single Status there has been a general move towards the use of Job Families as a progressive, flexible and efficient method of taking matters forward. Nearby Aberdeenshire have used it as their core approach and Orkney Islands Council also intend to implement Job Families to modernise their workforce structure.

The structure of Aberdeenshires Job Families is attached to give an example of how they have done this. We might want to adopt a different family structure, perhaps including Marine staff as a family.

How might we take Job Families forward.

We are committed to doing all our work on Single Status as a partnership and first we would have to agree a way forward with unions, staff, members and management.

However typical steps to take forward job families would be;

- Develop a set of job families
- Agree how many levels each family should have
- Define the general responsibilities and demands for each level
- Place these relative to each other through evaluation
- Fit a pay and grading structure across the model
- Map our current jobs fit into the appropriate family and level guided both by current job evaluation scores and the future demands of jobs.
- Agree how jobs and individuals could be developed to meet those future demands.

Some of these steps will need to be repeated a few times, with lots of discussions to get things right. But eventually it should result in a set of families, split into levels, with a common pay and grading structure and everyone mapped to the appropriate place.

It is clear that a lot of work has been done by others in developing job families in other Councils in Scotland and we would want to build on that work, where possible, which might assist timescales.