

AMBITION 25: MY CONTRIBUTION, MY REWARD

APPENDIX THREE: JOB FAMILIES

City of London Corporation

November 2023



High-Level DRAFT Job Family Descriptors



- KF have reviewed all the JDs received, structure charts and the information coming out of the deep dives to 'group' types of work to create a suggested draft framework for the job families.
- There has been three workshops with the Job Family working group (attendees nominated by ELB). There has been good engagement, challenge and feedback and the original design has shifted following feedback.
- The job families below are the draft final structure – there are clusters and ladders of work underneath.

Leadership
and
Management

Professional
and Enabling
Services

Destination and
Culture

Strategy, Policy
and Insight

Communications,
Development and
Engagement

Communities

Assets,
Infrastructure
and Built
Environment

Operations



Job Family descriptors (DRAFT)

Leadership and Management

Jobs in this family provide strategic leadership or operational management and are focused on visible accountability, setting direction and inspiring / empowering others to achieve their potential for the Departments and / or Institutions to meet their vision, mission and objectives.

These roles foster a motivating climate to deliver through others and are responsible for ensuring that their teams are high performing and value-led. They lead by example and cultivate a trusting and collaborative environment when working internally and externally to encourage excellence and innovation.

Professional and Enabling Services

Jobs in this family provide professional and enabling services that support the City Corporation and its Departments and Institutions to function effectively, efficiently, and in compliance with statutory and regulatory requirements and best practice.

These roles focus on providing technical and specialist expertise, professional advice and / or facilitative services either internally or externally. These services enable the overall performance and the smooth-running of the City Corporation's Departments and Institutions.

Destination and Culture

Jobs in this family will directly or indirectly facilitate and enhance the cultural experience for residents, visitors and businesses.

These roles enable the City Corporation and its locations to continue to be a destination of choice to local, national and international audiences, providing everyone with the opportunity to immerse themselves in heritage and tradition as well as the offerings of this modern global city.

Strategy, Policy and Insight

Jobs in this family focus on insight and intelligence, using data, research and analysis to aid understanding of issues, challenges, opportunities and performance for the City Corporation's Departments and Institutions.

These roles focus on combining robust intelligence with expertise to generate reports and insights to inform and / or create evidence-based courses of action to meet priorities, objectives and / or strategic direction.



Job Family descriptors (DRAFT)

Communications, Development and Engagement

Jobs in this family establish and maintain productive and collaborative relationships with partners, stakeholders and communities, advocating the objectives, aims and reputation of the City Corporation's Departments and / or Institutions.

These roles involve creating impactful communication or marketing output and / or generating funding / revenue and investment to support positive and impactful outcomes at local, national, and international levels.

Communities

Jobs in this family deliver or commission activities that improve wellbeing, safety, health and learning opportunities to foster a community where everyone can thrive.

These jobs will work across the full cross section of the community to ensure everyone is protected, needs are understood and that the appropriate support is in place to enable better outcomes for all.

Assets, Infrastructure and Built Environment

Jobs in this family design, manage and enhance assets, infrastructure and the built environment for the City of London, its locations and beyond to conserve, support and develop the physical environment for businesses, residents and visitors.

These jobs provide the planning, engineering and investment / income decisions that protect and improve the physical assets in a sustainable way, ensuring the built environment and infrastructure meets all current and future requirements and ensuring compliance with all regulatory obligations.

Operations

Jobs in this family deliver operational services for the City Corporation and its locations, ensuring they are attractive and safe places to live, work, and visit.

These roles can either be public-facing or work behind-the-scenes to deliver the operational activities that ensure the City Corporation and its various locations run efficiently and safely to exceed business, resident and visitor expectations.

What is happening next?



- Additional work element information collection launched and completed by Christmas.
- Finalise Job Families and associated work ladders identified and presented back to the organisation.
- Continue to drive tailored communications to staff
- Start producing role profiles for the agreed families
- Start evaluating the role profiles using the additional work elements and creating rationales
- Start designing the matching process across Departments and Institutions

Appendix



Job Families



What is a job family?

- A job family is a categorisation or grouping of related job roles within an organisation based on their similarities in terms of skills, knowledge, and competencies.
- It provides a way to classify and organise various positions into broader categories, allowing for consistency in job titles, career paths, and compensation strategies.
- Within job families there are often different prescribed levels of work which can inform your reward structure



What are the benefits?

- ✓ **Simpler and more consistent framework:** Job families provide a standardised and consistent way to categorise and understand work across your organisation
- ✓ **Flexible and output based culture:** Job families promote an output-based approach to work, focusing on the skills and responsibilities required for specific roles rather than rigid job titles or task-based descriptions.
- ✓ **Timeless approach to work:** Job families are adaptable and not tied to the organisation's specific structure, making them timeless and able to accommodate changes within the company without requiring constant restructuring.
- ✓ **Efficient resource utilisation:** By organising roles into job families, organisations can gain a holistic view of collective resources. This insight helps in optimising resource allocation, ensuring that employees are effectively utilised, and reducing redundancy.
- ✓ **Improved career development:** Job families facilitate career conversations by providing a clear path for advancement within a specific job category. This benefits both employees and the organisation by outlining a structured progression and fostering professional development.



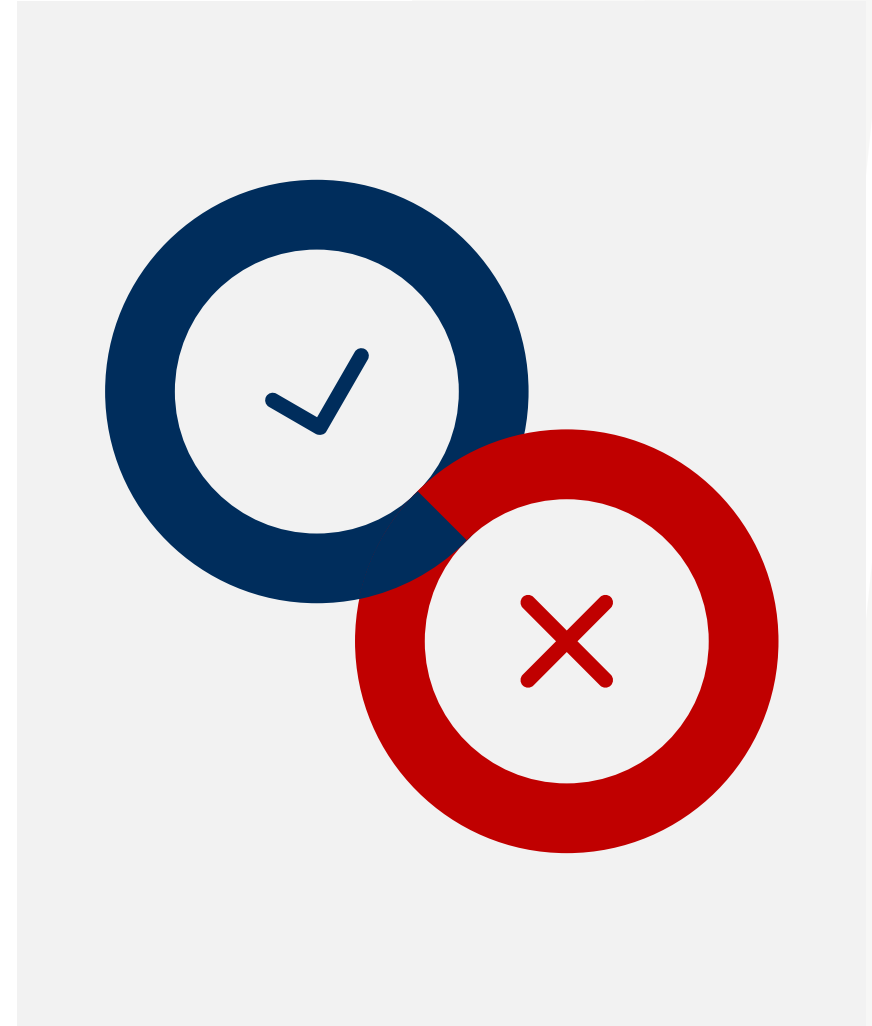
What are job families?

A job family is

- ✓ They may cross functional boundaries
- ✓ They consider how many levels of that type of work there are and the key factors that differentiate
- ✓ A single work structure that is consistent across the whole Corporation, which is divided up into a number of families by organisation work level
- ✓ The level of work is determined by the needs of the Corporation and the capability and the contribution required by the individual
- ✓ Job Families describe the Corporation's common career pathways and captures the intuitive career levels that are available to all colleagues

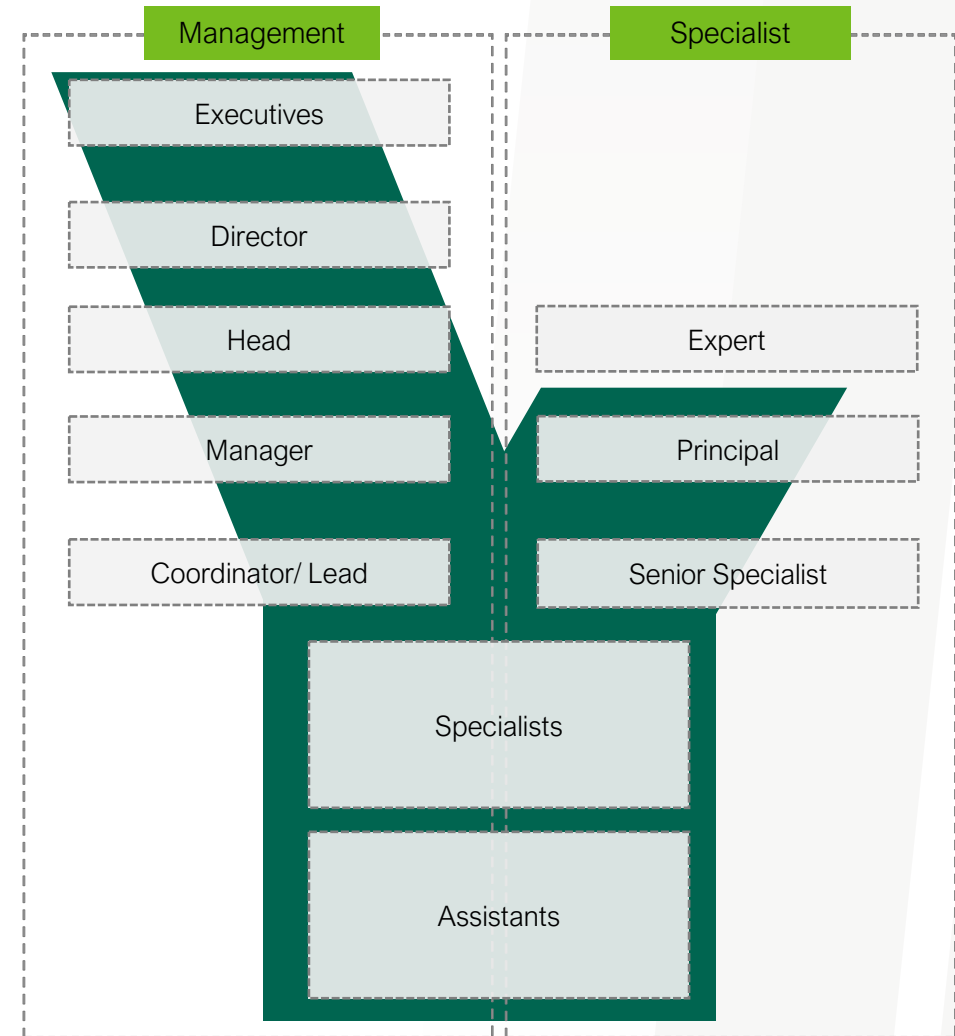
A job family is not

- ✗ They don't necessarily wholly correlate to functions, departments, institutions, teams or operating units
- ✗ They may not reflect current levels and progression patterns – they might be designed for the future organisation
- ✗ Not all groups will be represented at each work level or grade
- ✗ The underpinning role profiles do not detail 100% of every job (rather they cover c.80% of the core activities that all roles have in common)
- ✗ They don't involve lots of individual job descriptions



A Y – Shaped Corporation

- In the past, organisations have struggled to know what to do with technical experts that reach a certain level.
- The organisation is desperate to keep them but the only route to promotion is to move them into a managerial role.
- This means they spend less time doing what the organisation wants them to do and there is no support to enable them to be great people managers and eventually they leave any way or team morale drops.
- This doesn't need to be the case and technical experts can be recognised for their depth of expertise rather than the number of people they manage and therefore remunerated appropriately and fairly.
- Job families will provide the Corporation with this opportunity to recognise the balance between expertise and managers. Considering the type of work the Corporation does – both are really important.



The potential value and application of job families within the Corporation

Job families can provide a foundation for the people strategy – they can help to provide clarity about what should be happening at different levels and in different areas of the Corporation.

