

Job & Career Families

Pros & Cons



Underlying Reward Structure

There are a number of ways to develop a grading structure in line with your business needs. The main variants are:

- ◆ Single structure
- ◆ Career families
- ◆ Job families

The main practical differences for the business between these three structures are:

- ◆ A *single graded structure* is easier to explain, manage and justify. However, it tends to make career planning and development more complex to manage. It can involve a lot of maintenance because it is normally based on job evaluating all roles.
- ◆ A *career family structure* is more difficult to explain and manage than a single graded structure. However it does provide a better framework for career planning. More effort is required to design and define a career family structure than a single graded structure. But in the long term it has lower maintenance because it does not require the evaluation of each job. It is also less divisive than a job family structure.
- ◆ A *job family structure* provides a framework for career planning, but mainly within families. It caters for different patterns of career and pay progression. More effort is required to design and define this type of structure than a single graded structure. However it has lower maintenance because it does not require the evaluation of individual jobs. It also makes reading across from one family to another more difficult.

From the point of view of your people, the likely practical differences are:

- ◆ A single graded structure is easier to understand, and is not divisive. However, some people may believe that it does not fully cater for their particular career progression patterns.
- ◆ A career structure might be welcomed by some, if not all people as a clearer way to describe career opportunities within and between career families. However it could be seen as divisive.
- ◆ A job family structure may be seen by many people as more divisive than a career family structure. This can be the case if there are differences in the scope for progression between job families.

The features, pros and cons of each approach are shown in more detail on the next page.

Further information

If you would like to find out more about the services we offer to help with your pay structure please call us on 01733 364070 or email info@paydata.co.uk

	Main features	Pros	Cons
Single Graded	<ul style="list-style-type: none"> ♦ All jobs are covered by a single uniform structure. ♦ Jobs of similar value are grouped together. ♦ Each grade has a single salary or a salary range. ♦ Variations in pay between people are due to different performance levels or service. ♦ There is scope for people to progress from one grade to the next, by taking on more demanding roles. 	<ul style="list-style-type: none"> ♦ The criteria for grading jobs are clearly defined. ♦ Equal pay for work of equal value requirements can be met. ♦ All categories of staff are treated the same. ♦ It is the easiest structure to manage and is easy to understand. 	<ul style="list-style-type: none"> ♦ It depends on a single job evaluation scheme to cover all jobs. ♦ It does not cater for occupational or business specific progression or promotion paths. ♦ It does not clarify specific occupational career paths.
Career Families	<ul style="list-style-type: none"> ♦ A career-graded structure is a single graded structure sliced vertically into 'career families'. ♦ A career family contains jobs that have common elements such as functions or type of knowledge needed. ♦ There are defined career paths for progressing to higher levels and into roles that need related knowledge and skills in other families. ♦ Family levels are defined in terms of key activities and the knowledge and skills needed. ♦ Every job level may not appear in every family. ♦ Corresponding levels across career families are determined using a common job evaluation framework. ♦ Pay arrangements can be career family specific. ♦ Individuals can easily move across career strands to gain broader experience. 	<ul style="list-style-type: none"> ♦ Facilitates personal development and career planning. ♦ Clarifies the skill someone requires should they wish to move to a new career path. ♦ Defines promotion criteria, pay ranges and scope for progression. ♦ Recognises that career progression can take different routes. ♦ Equal pay for work of equal value requirements can be met. ♦ By linking pay and grade management with career development, it is in accordance with HR best practice. 	<ul style="list-style-type: none"> ♦ Can be seen to be more divisive than a single structure. ♦ The addition of career families to the structure may restrict flexibility. ♦ Some jobs may not fit into any of the families in the structure. ♦ There is a need to define career family levels. ♦ Design need to take account of equal pay issues.
Job Families	<ul style="list-style-type: none"> ♦ A number of job families are identified. ♦ Families group together jobs in which the type of work and the knowledge and skills needed are broadly similar. ♦ Job family grade structures operate for each job family, made up of a number of levels which can vary between families. ♦ The number and width of levels (grades) in a job family can be different to the number and width of levels in other job families. ♦ Job evaluation points and pay can vary between levels in different job families. ♦ Family Levels are defined in terms of key activities and the knowledge and skills needed. 	<ul style="list-style-type: none"> ♦ Recognises that career progression patterns may vary between different job families. ♦ Maps out career paths by defining the competencies required at different levels and shows clearly how progression can take place within job families. ♦ Can vary the size of the progression ranges (incremental scales) in different job families. ♦ Enables pay for different job families to reflect different market rates. 	<ul style="list-style-type: none"> ♦ Can be divisive by creating occupational 'silos' and by seeming to favour some roles and occupations. ♦ May further career development within a family but could inhibit career flexibility between families. ♦ May be difficult to ensure that equal pay for work of equal value is achieved across job families. ♦ Can be more difficult to maintain than the simpler structures.

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