

# Job Family Modeling

Tools to Support Job Evaluation and  
Career Development  
October 21, 2009

Vincent Milich



# Agenda

- **What is job family modeling?**
- **What can job family modeling do for an organization?**
- **Unique Hay Group capabilities**
  - **Core role framework**
- **Case examples**
  - **Philips**
  - **Goldman Sachs**
  - **Hess**

## How CEOs think about human capital

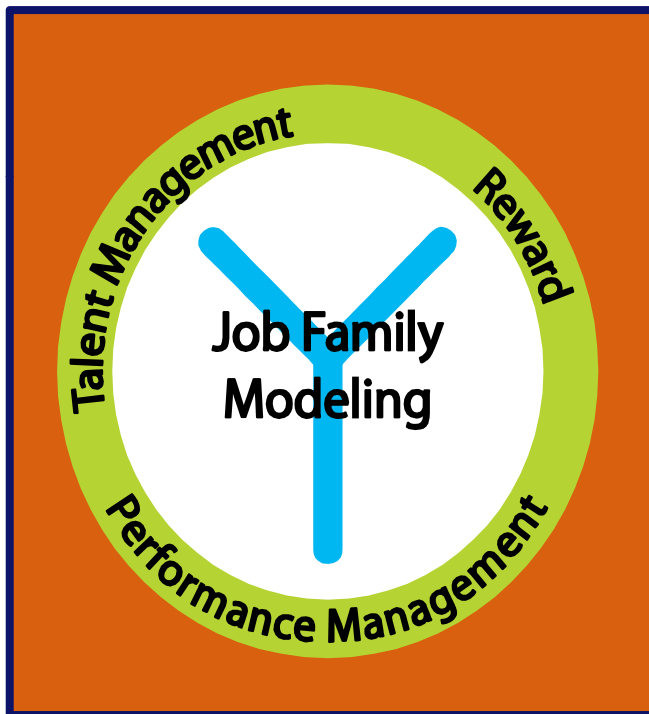
- *“Many of the future jobs of our company will be different in size, nature or activities from those we now have”.*
- *“Why can’t we use one approach for compensation, promotions, development, succession planning, and managing performance?”*

## Job Family Modeling defined

**A job family describes a number of different roles which are engaged in similar work. A job family model considers how many levels of that type of work there are and describes them in a way which clearly differentiates the levels.**

**Job family modeling is a tool that can serve as the foundation for many Human Resource processes and systems, including an approach integrating people and jobs.**

# Hay Group's Job Family Modeling



## An integrated approach to Talent Management, Rewards and Performance Management

- An approach that provides:
  - A clear and rigorous description of how work changes at each career level in an organization
  - Robust management and individual contributor career paths, customized to an organization
  - The foundation for performance and talent management, as well as your reward programs

## Job Family Modeling

- **At the foundation of a job family model is an effective description of levels of work.**
  - **Identify a family of work**
  - **Clarify what differentiates one level from the next, and how many levels there are:**
    - **Individual Contributor**
    - **Management**
  - **Provide a description of the nature of work at each level**

# Job Family Modeling

## Families of Work in an IT Function

Business Analysis Job Family

	<i>Individual Contributor Career Tracks</i>						<i>Management Career Track</i>
<i>Level</i>	<i>Operations</i>	<i>Technology Engineering</i>	<i>Applications Business Solutions</i>	<i>End User Services</i>	<i>Business Analysis</i>	<i>Project Management</i>	<i>Management</i>
10							Director
9		Senior Technical Architect Technical Architect	Senior Systems Architect Systems Architect		Client Relationship Manager Business Systems Consultant	Program Manager Senior Project Manager	Senior Manager Manager
8		Senior Technology Specialist Technology Specialist	Senior Systems Analyst Systems Analyst	Product Architect/Level 3 Support	Senior Business Analyst	Project Manager	Team Lead
7		Senior Technology Analyst	Senior Applications Analyst	Client Computing Analyst	Business Analyst		
6	Lead Systems Operations Specialist	Technology Analyst	Applications Analyst	Client Computing Technician Technical Support Services Desk Associate II			
5	Senior Systems Operations Specialist	Technology Associate	Applications Associate		Associate Business Analyst		
4				Technical Support Services Desk Associate I			
3	Systems Operations Specialist						
2							
1	Associate Operations Specialist						

# Job Family Modeling

## Sample Job Family Description

### Overview of the Job Family

This job family exists to optimize the work of the assigned customer area through participation in business planning, needs analysis and business risk assessment, leading process redesign, identifying the implications of business process changes on technology, and consulting with the user on how best to support the business through the effective use of technology. Members of this job family are responsible for helping to develop and advance a long-range vision of how IT will support the business.

Key Differentiating Criteria	Level 1	Level 2	Level 3	Level 4	Level 5
Technical Knowledge					
Business Knowledge					
Analytical Skills					
Project Role					
Customer Service Role					
Communication Skills					
Decision Making					
Budget Role					
Experience and Education					



# Job Family Modeling

## Sample Job Family Description

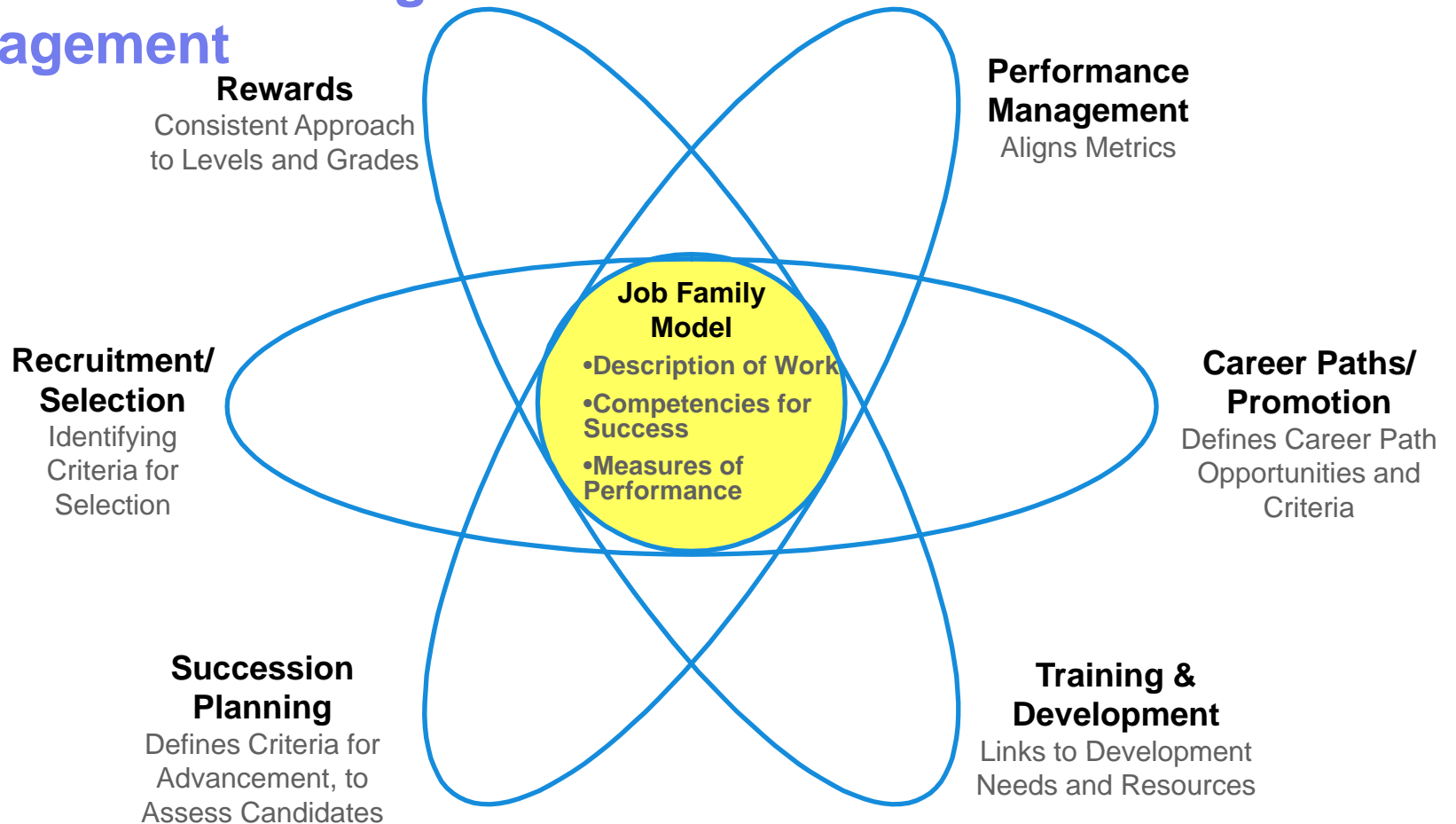
### Overview of the Job Family

This job family exists to optimize the work of the assigned customer area through participation in business planning, needs analysis and business risk assessment, leading process redesign, identifying the implications of business process changes on technology, and consulting with the user on how best to support the business through the effective use of technology. Members of this job family are responsible for helping to develop and advance a long-range vision of how IT will support the business.

Key Differentiating Criteria	Level 1	Level 2	Level 3	Level 4	Level 5
<b>Performance Measures</b>					
<b>Competencies</b>					
<b>Career Path Options (from and to)</b>					
<b>Selection Criteria</b>					

# Hay Group Job Family Modeling

## A Foundation for Integrated Human Resources Management



# Integrating with other HR programs

## Career Paths and Career Development

- The Job Family model describes the work along logical career paths.
- To provide a complete and comprehensive career development plan, the following are also required:
  - Competencies and skills associated with each job family and level
  - Development resources employees can use to become more prepared for career advancement.
  - Assessment tools, for manager and/or employee
  - Training for management on:
    - Assessment versus the model
    - How to coach and develop staff

# Integrating with other HR programs

## Job Slotting

- Job family modeling can be used as a basis for streamlining job measurement in organizations. When a position matches 80%+ of what is described in the model, it can be slotted at that level.
- It is important that Hay Guide Chart job evaluation underlies the core roles and Hay Group job family modeling efforts
  - It can ensure calibration across families, for example, ensuring that a level 3 in one family is equivalent to a level 3 in another family
  - The Hay Guide Charts can always be used to evaluate jobs that do not fit into the job family model. There will always be positions in an organization that do not fit in a job family model.

# Integrating with other HR programs

## New Approach to Total Reward Management

- Job family models can represent an important first step in the development of a new compensation structure for an organization.
  - In this case the job family model may serve as the format to document job content in the organization. Rather than writing new job descriptions or collecting job questionnaires, the job family models are developed and jobs in the organization are mapped to the model(s).
- The jobs/structure then needs to be priced against the marketplace to develop appropriately competitive salary ranges.
- This also provides the organization with the opportunity to customize their compensation package by job family and/or job type.

# Integrating with other HR programs

## Performance Management and Promotions

- Job family models provide the basis for a new or enhanced performance management process:
  - The job family models contain information on the most typical performance measures for the roles
  - The competencies associated with the role profiles can be incorporated into the performance management process.
  - The job family models readily lend themselves to supporting the promotion process. They identify the criteria that differentiate one level from the next, and can be used as a tool to support the management decision making process on promotions.

# Integrating with other HR programs

## Employee Communications

- Job family model(s) can become the basis for communicating a number of aspects of the organization's human resource programs to employees.
  - It can explain the basis for the grade structure, describing to employee's the meaning of each grade in a language they are familiar with.
  - It can describe the salary structure as well, providing a meaningful description of the grades.
  - It can provide them with a basis for career paths and promotions, showing the employee how the role at the next level in their job family differs from their role.

# Integrating with other HR programs

## Organization Design

- Job family model(s) can represent the implementation of a new organization structure in a client where Hay Group has lead a redesign effort.
- The Organization Design effort will result in a new operating model and organization structure for the client.
  - Many jobs may change in nature and scope. To implement the new organization, it will be necessary to quickly define the new roles, their accountabilities, and potentially the competencies critical to success in those roles.
  - The Core Roles Framework is an ideal way to describe these new or changed jobs quickly, thoroughly, and in a way that integrates with other human resource processes.



## Hay Group's Unique Capabilities

### Hay Group is uniquely positioned to develop job family models and their applications:

- Hay Group's unparalleled understanding of work and job levelling – 60+ years of experience, research and work with organizations
- Integrated approach to HR services with professionals in reward, career planning, development
- Hay Group has developed the Role Profile Matrix and Core Roles Framework to serve as the foundation for our work in job family modelling

# Hay Group's Unique Capabilities

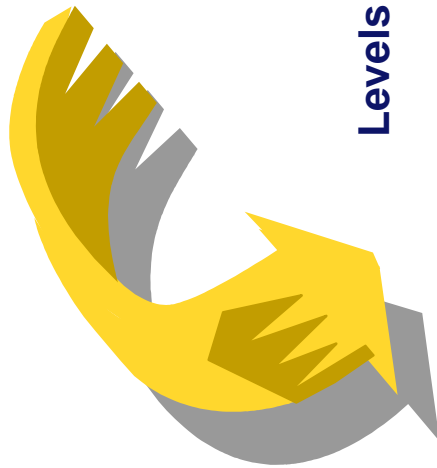
## Role Profile Matrix for Leadership Jobs

	A1	A2	A3
76%			
66%			
57%			
50%			
43%			

Levels of Work

### Proximity to Results

	Planning & Policy	Co-ordination & Commercial	Business & Operations
Enterprise Leadership			
Strategy Formulation			
Strategic Alignment			
Strategic Implementation			
Tactical Implementation			



# Hay Group's Unique Capabilities

## Core Roles Framework

- **Build on the foundation of our understanding of the different natures of work:**
  - **Analysis and Support** – Roles that support the organization's success (e.g. staff roles)
  - **Balancing** – Roles that enable and directly contribute to success (e.g. matrix roles)
  - **Delivery** – Roles that produce success outcomes (e.g. sales, production)

# Hay Group's Unique Capabilities

Extending the matrix for individual contributor and management roles

	A1	A2	A3
43%			
38%			
33%			
29%			

Levels of Work

	Analysis & Support	Balancing	Delivery
Manager (1, 2, 3)	*	*	*
Senior Professional (6-8)	*	*	*
Professional (3-5)	*	*	*
Entry Professional (1-2)	*	*	*

\* Role profile prepared



# Hay Group Job Family Modeling

**The Core Roles Framework includes descriptions covering up to 50 core roles found in all organizations. In addition to a description of the work, they provide:**

- Metrics to link with performance management
- Competencies to provide the basis for talent management
- Levels and families of work to align with grade levels and reward strategies
- Career development level and opportunity

**These core roles can be customized to cover nearly all professional and management jobs, below the executive level**

# Hay Group's Core Role Framework

Individual Contributor (29%; A1)

Level: Entry	Role Type: Analysis & Support
<b>Role Summary:</b> Role provides specialist technical support and/or service within a specific organisational unit.	
<b>Nature of Contribution:</b> <ul style="list-style-type: none"> <li>Undertakes specified technical/support tasks of varying complexity to support professional colleagues in the:                             <ul style="list-style-type: none"> <li>implementation of business processes</li> <li>implementation of projects</li> <li>analysis and resolution of issues and problems.</li> </ul> </li> <li>Selects and uses appropriate procedures/equipment/techniques to analyse and interpret data and/or produce required technical "outputs"/reports..</li> <li>Provides technical information, interpretation and opinions.</li> <li>May provide technical guidance to junior colleagues.</li> </ul>	<b>Competencies</b> <p><b>Expertise</b> : Has sound knowledge/expertise in area, able to help and assist others. Advanced vocational, expanding know-how base and offers to others thus self confidence level 3c????</p> <p><b>Analytical Thinking</b> : Sees basic relationship in order of importance.</p> <p><b>Impact and Influence</b> : Appeals to reason of direct persuasion.</p> <p><b>Customer Service Orientation</b> : Takes responsibility and corrects problems promptly.</p> <p><b>Concern for Order</b> : Ensures quality of own work.</p>
<b>Performance Criteria</b> <ul style="list-style-type: none"> <li>Quality of work</li> <li>Accuracy and timeliness of work</li> </ul>	<b>Skills &amp; Experience</b> This is typically the first substantive position: new graduate with 0-1 years experience who has practical experience of the application of their academic training in a work environment and foundation for further development or a position of a seasoned practitioner for whom the position of kind may represent the top of the career ladder.
<b>Representative Job Titles</b> Senior Technician Accountant Credit Card Analyst	<b>Career Development</b> The role provides an opportunity to develop technical capabilities and gain in a deep understanding of the practice of the discipline.
<b>Likely Evaluation:</b> E-I 2 175 D3(29) 50 C+2 C 57 282 A1	

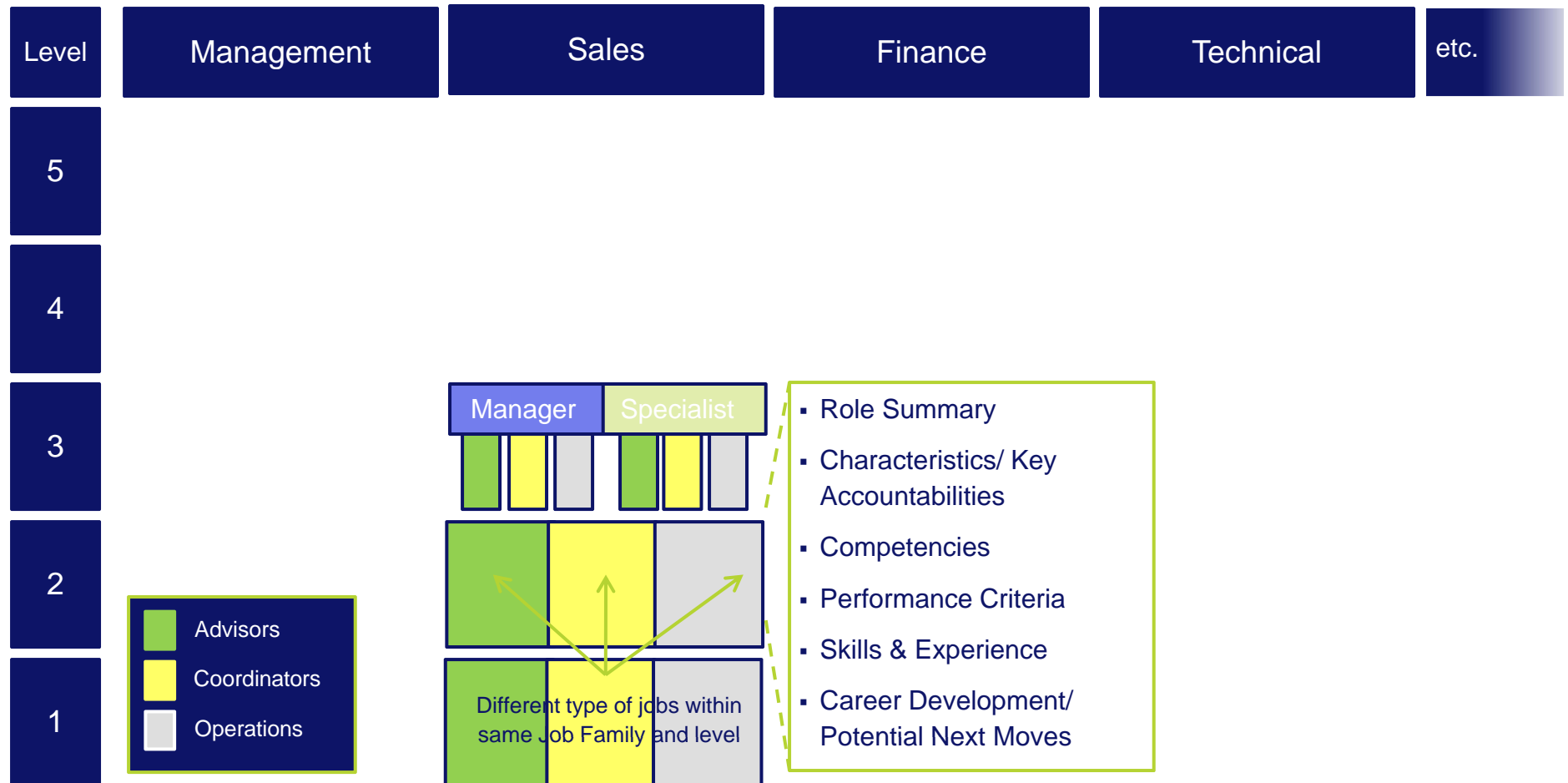
Individual Contributor (33%; A1)

Level: Developing	Role Type: Analysis & Support
<b>Role Summary:</b> Role provides technical/professional/specialist analysis and/or support within a specific part of the organization.	
<b>Nature of Contribution:</b> <ul style="list-style-type: none"> <li>Completes specific assignments or tasks under or within the framework of defined processes/procedures.</li> <li>Applies technical/professional knowledge and using standard techniques to provide support and/or to analyse and interpret data on and data.</li> <li>Provides technical/professional recommendations and insights which contribute to the development of wider solutions to business problems.</li> <li>Participates as part of a team to implement projects occasionally providing technical support to junior colleagues.</li> </ul>	<b>Competencies</b> <p><b>Expertise</b> : Basic professional expanding know-how base (no distribution of know-how), confidence level.</p> <p><b>Analytical Thinking</b> : Sees multiple relationships; makes multiple causal links.</p> <p><b>Conceptual Thinking</b> : Sees patterns that are not obvious to others.</p> <p><b>Impact and Influence</b> : Appeals to reason of others, direct persuasion.</p> <p><b>Customer Service Orientation</b> : Takes responsibility and corrects problems promptly.</p> <p><b>Concern for Order</b> : Monitors other peoples work.</p>
<b>Performance Criteria</b> <ul style="list-style-type: none"> <li>Quality, accuracy and timeliness of service</li> <li>Customer Satisfaction</li> </ul>	<b>Skills &amp; Experience</b> Typically requires a university degree and 2 years of relevant experience.
<b>Representative Job Titles</b> Analyst Senior Analyst Analyst & Benefits Analyst	<b>Career Development</b> Progression in this role is based on technical competence.
<b>Likely Evaluation:</b> E1 2 200 D+3(33) 66 D 2 C 76 342 A1	Is likely to be the first career progression/promotion for a graduate entrant after a period of orientation and training. Individuals will be expected to continue to develop their technical/professional knowledge and understanding in this role.

- Role Summary
- Nature of Contribution
- Competencies
- Performance Criteria
- Skills & Experience
- Career Development

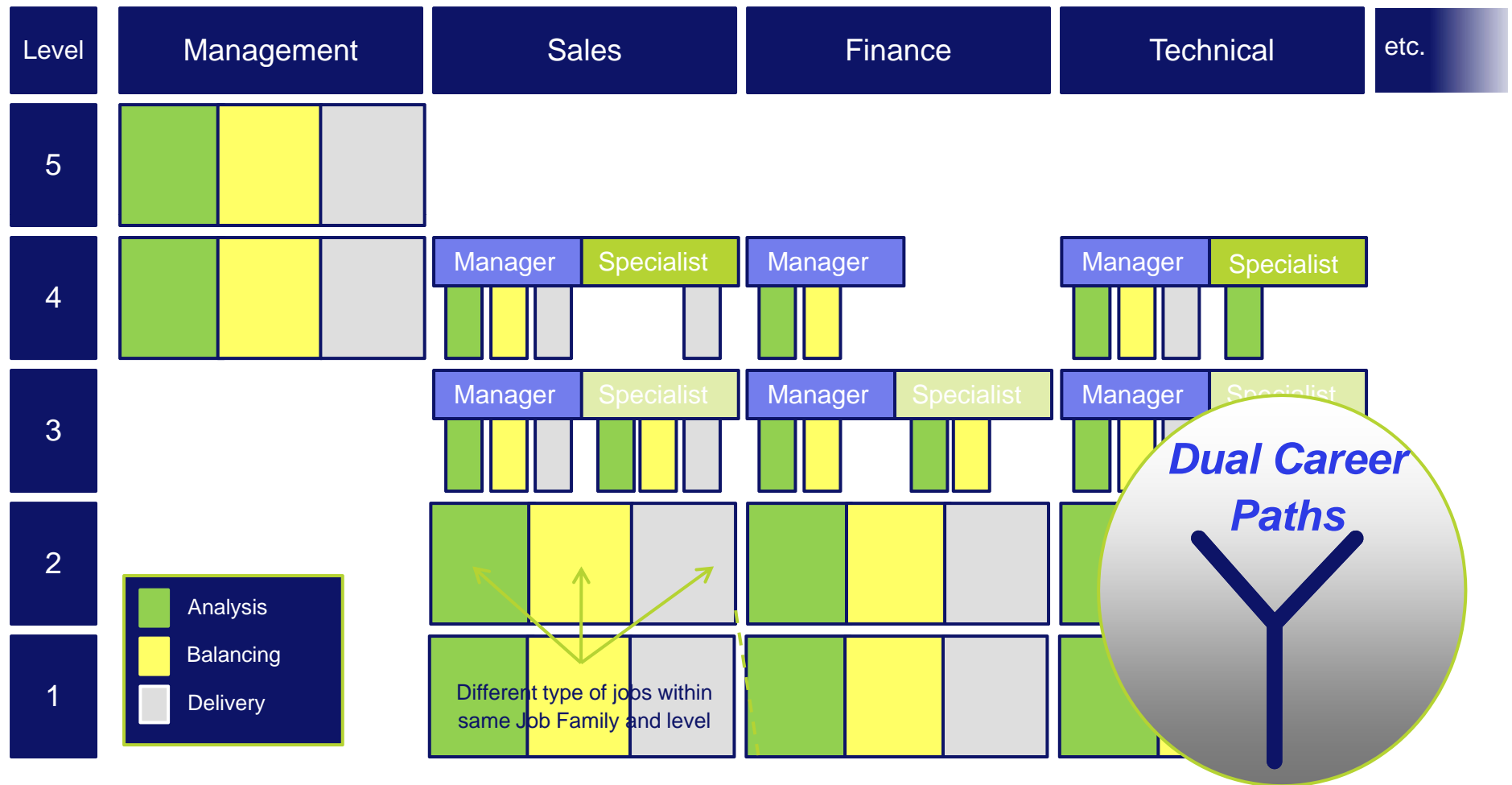
# Hay Group's Core Role Framework

Work in Job Families described based on the function and nature of work



# Hay Group's Core Role Framework

Work in Job Families described based on the function and nature of work



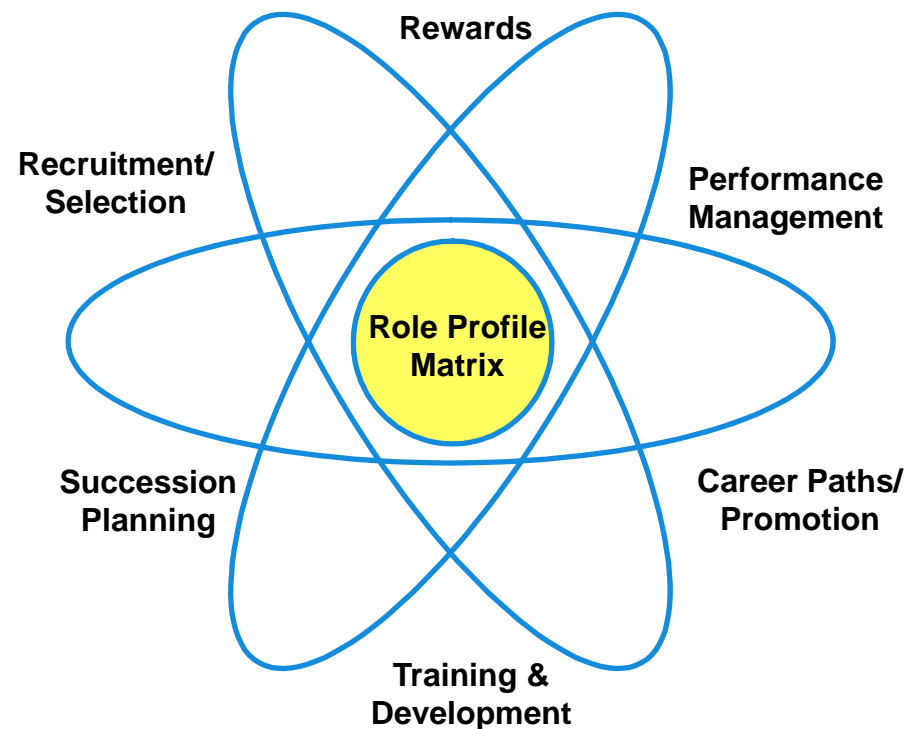


# Hay Group's Expanded Role Profile Matrix

## A Foundation for Integrated Human Resources Management

### Case Studies

- Philips North America
- Goldman Sachs
- Hess



# Job Family Modeling and Calibrating Jobs Across Businesses and Integrating Acquisitions

- There is often a need to develop a common “language” about jobs, titles, and levels during mergers and acquisitions, or when aligning between business units
  - Job family models can provide a streamlined approach to calibrating a job structure between diverse units or businesses



# Job Family Modeling and Calibrating Jobs Across Businesses

## Case Study: Philips North America Organization

### ■ Situation

- 30,000 employees in 6 different organizations
- Very diverse businesses
- Frequent acquisitions
- Historically no common jobs, structure, salary program, incentive pay programs,

### ■ Problem

- Redundancies across HR organizations
- Inability to move people across the organizations
- Employee dissatisfaction with inequities in pay, incentive levels, advancement opportunities



# Job Family Modeling and Calibrating Jobs Across Businesses

## Case Study: Philips North America Organization

### ■ Solution

- Developed job family models for 50+ job functions
- Developed more robust individual contributor paths as well as management paths
- The different businesses “mapped” current jobs and people to this new common structure
- Job family models are now used for:
  - Quickly integrating acquisitions
  - Communicating job opportunities across North America
  - Served as the basis for a common reward structure
  - Job slotting and market pricing



# Job Family Modeling and Career Development

- Career development historically ranks among the areas where employees are least satisfied, as measured in employee engagement surveys
  - This represents an opportunity to make great gains, impact turnover, enhance employee engagement
  - Link training, development, and availability of advancement opportunities with a well managed employee development and mobility process



# Dramatically Improve Career Opportunities

## Case Study: Goldman Sachs Global IT Organization

### ■ Situation

- Paying extremely well
- Working with leading edge technologies
- No budget or resource constraints
- Experiencing increasing turnover and employees expressed dissatisfaction with career development

### ■ Problem

- Employees feel “pigeon holed”
- Increased pay without changes in job duties or systems supported
- IT staff feeling stuck, new skills but no new experiences
- Managers disinclined to release employees for development opportunities
  - No information on opportunities across IT



# Dramatically Improve Career Opportunities

## Case Study: Goldman Sachs

### ■ Solution

- Web Based Career Development System:
  - Job families to describe role opportunities
  - Skills and competencies for each role/opportunity
  - Self-assessment tools
  - Project opportunities and business issues
  - Development advisor
- Governance Process
  - Factor employee career interests into selection and project staffing
  - Tracking of inter-divisional movement
  - Employees targeted for moves by date certain
  - Balance opportunities for prime projects, new technologies to ensure “star” employees are satisfied
  - Professional Development Fund - Employees “vest” \$2,000 per year to be spent in consultation with management





# Job Family Modeling and Accelerating Development of Technical Talent

- In many industries a dramatic shortage of senior technical talent looms on the horizon as “baby boomers” begin to retire
  - A majority of senior engineers in the US will retire in the next 5 to 10 years
  - Organizations need to quickly develop junior technical talent to fill these roles, increasing their breadth and depth of expertise





# Dramatically Improve Career Opportunities

## Case Study: Hess Global Refinery Organization

### ■ Situation

- Very few senior engineers
- Some with “deep and narrow” experience

### ■ Problem

- Need to shorten the development time for junior staff
- Need to provide more opportunities to broaden expertise in all areas of refinery operations
- Need to provide more opportunities for advancement to retain the junior and middle level talent



# Dramatically Improve Career Opportunities

## Case Study: Hess Global Refinery Organization

### ■ Solution

- Developed job family career paths for all the types of work in the refinery
- Developed detailed skill and competency requirements
- Identified a learning curriculum to accelerate development of junior staff
- Source coaches to provide technical coaching and development
- Enhance cross-organizational moves to develop breadth of expertise and improve retention of junior talent



# How Hay Group approaches a job family modeling project

