



Career families

What are career families?

Career families are a way of grouping together jobs that have similar characteristics. Jobs in the same family may do similar types of work even though the tasks, processes, systems and tools used may be different. Taking a career family approach will help us to modernise and change the way we'll work in the future. Through our changing culture it will enable us to become a more agile and flexible workforce and help the council to meet and respond to changing service needs more quickly.

Will it be better for me as an employee?

Career families and identified career pathways will help us to support the development of our workforce. Each family will have a number of different levels (grades) and these will reflect the degree of knowledge, skills and responsibilities needed to work at that level. These will be described in simplified and standardised **role profiles** and each level will be clearly set out so that everyone can see what's needed at the next level or even in another career family.

Role profiles are a modern way of describing jobs. They're not as detailed as the job descriptions we use currently as they're written to cover many different jobs; eventually they'll replace job descriptions and will summarise and outline the core requirements at each level (grade). This will help you to:

- see how common features are shared by lots of different roles
- recognise the transferable skills you have
- identify any development and training needs you might have
- determine any gaps for other roles you're interested in

When will this happen?

Creating career families in an organisation as big as Leeds City Council with over 15,000 employees and such a wide variety of jobs will take some time. It needs to cover all jobs from litter pickers to locality managers and lawyers. Currently there are over 2,800 different job titles being used across the council; some of these may be unique and others may be very similar but use a different title.

This is why we're testing and consulting with managers, employees and the trade unions on the approach beginning on a small scale with the Better Business Management programme and Customer Access.