

HRDIGITALPLAYGROUND • JOB ARCHITECTURE 101

Job Families

How to group work that belongs together, and how to settle the tricky cases.

IN THIS DECK

What a family is

Common families

Subfamilies

How many

Tricky cases



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Before You Start

What you will be able to do, the example we use, and the words you will meet.

YOU WILL BE ABLE TO

- ✓ Define a job family and test whether jobs belong together
- ✓ Name the common functions and families
- ✓ Decide when a subfamily is worth adding
- ✓ Settle jobs that could fit two families

MEET THE EXAMPLE



Brightside Bakery

About 350 people making fresh bread and cakes. It grew fast without a plan for its jobs.



Bakery plant



20 shops



Delivery team



Head office

Made-up example

WORDS YOU WILL MEET

Function

A broad area of capability, like Finance

Job family

A major grouping of related work

Subfamily

A more specific discipline inside a family

Org chart

Who reports to whom

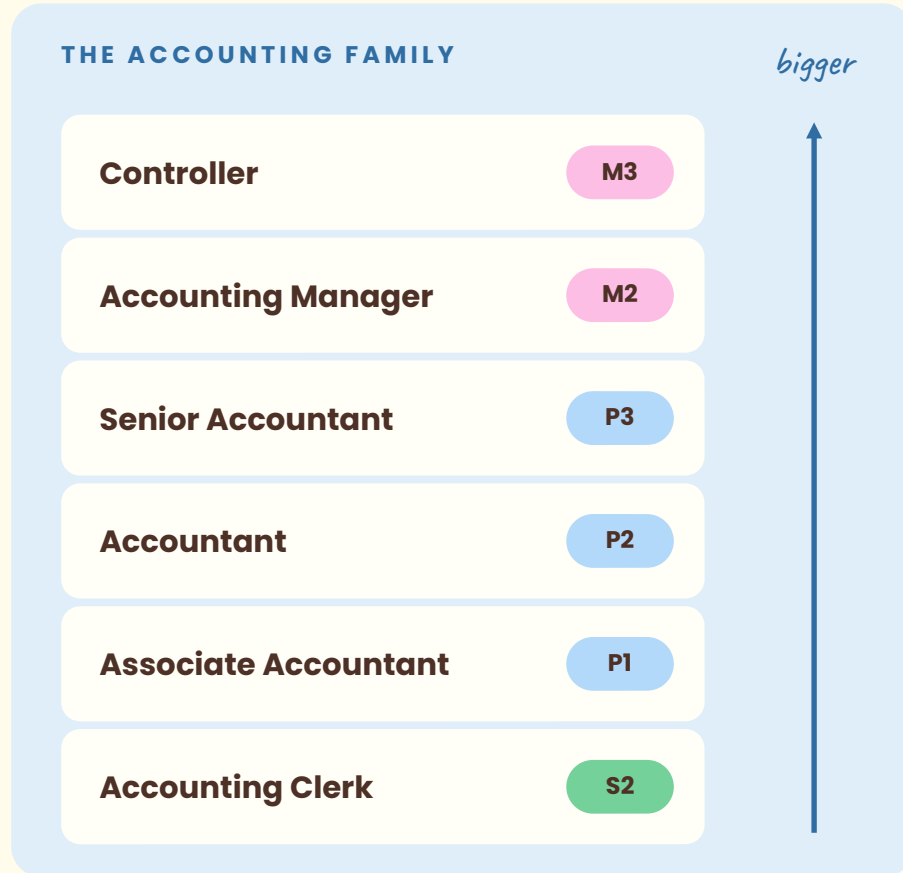
Decision log

Where placement calls are written down

The colored tag on each page tells you what it is: an idea, an example, a practice, a warning, or a check.

A Family Groups Related Work

Jobs in one family share the same kind of work, even at very different levels.



JOB FAMILY

A major grouping of related work, from the most junior job to the most senior.

WHAT THE JOBS IN A FAMILY SHARE

Purpose of the work

Knowledge

Skills

Capabilities

Talent market

Career relationships

A useful test, not the only one: could someone grow between these jobs by building related capabilities?

A FAMILY IS NOT



A department

That is who reports to whom



A team

Teams change with projects



A pay grade

That is about size, not kind

Group jobs by what their work has in common, not by who they report to.

A Typical Company's Families

Most companies land on a similar set. Here are six common functions and their families.

A common pattern. Yours will differ.

FUNCTION **Finance**

FAMILIES

Accounting

Financial Planning

Tax

Treasury

FUNCTION **People**

FAMILIES

HR Business Partners

Talent Acquisition

Total Rewards

Learning

FUNCTION **Technology**

FAMILIES

Software Engineering

IT Support

Data and Analytics

Security

FUNCTION **Sales and Marketing**

FAMILIES

Sales

Marketing

Customer Service

FUNCTION **Operations**

FAMILIES

Production

Supply Chain

Quality

Facilities

FUNCTION **Legal and Risk**

FAMILIES

Legal

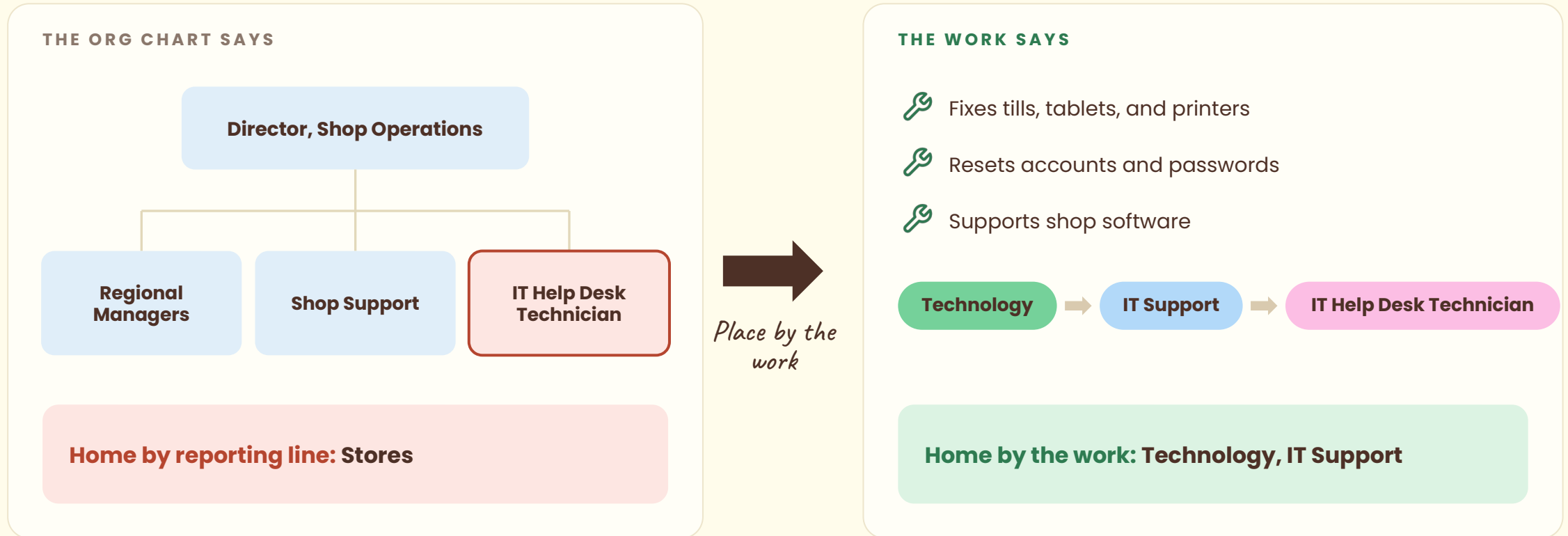
Compliance

Risk Management

Start from a common set, then add the families your industry needs, like Stores in retail.

Follow the Work, Not the Org Chart

Brightside's help desk technician reports to Shop Operations. Where does the job belong?

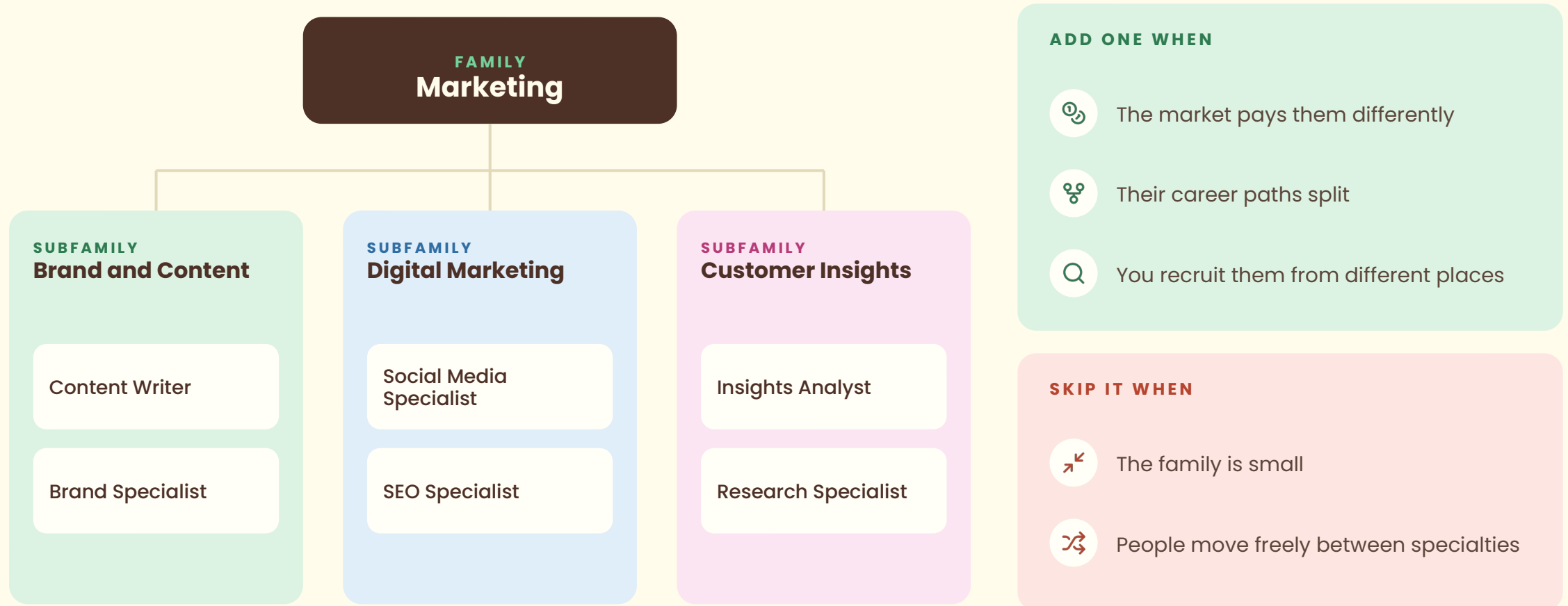


The job can keep reporting to Shop Operations. Its family is about the work, not the boss.

Reporting lines change with every reorganization. The work does not, so place the job by the work.

Subfamilies Add Detail

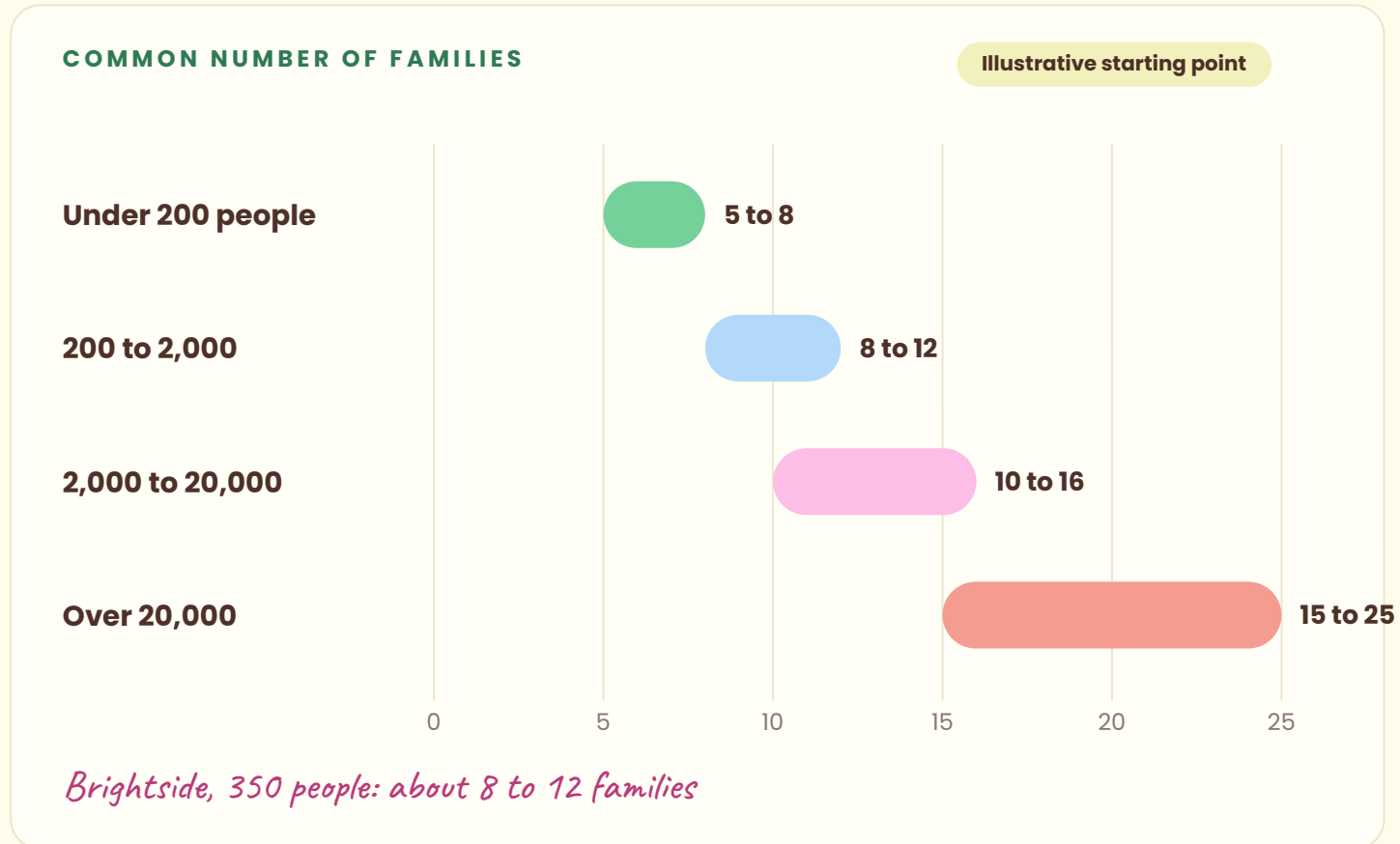
Some families hold specialties that are paid or grown differently. Those get a subfamily.



Subfamilies are optional. Add one only when a specialty is paid or grown differently.

How Many Families Is Right?

It depends on size and variety. The logic matters more than the number.



TOO BIG

Dozens of unrelated jobs in one family

Split it. Unrelated work hides real differences in pay and careers.



TOO SMALL

A family with one or two jobs

Fold it into a neighbor as a subfamily. Less to maintain, same clarity.

Use the fewest families that still keep unlike work apart. Split only when the work truly differs.



Common Family Mistakes

Four traps that make families hard to use, and the fix for each.



MISTAKE

Copying the org chart



FIX

Group by shared know-how. Departments change, the work does not.



MISTAKE

Naming families after people



FIX

Name the work: Recruiting, not Sarah's Team.



MISTAKE

A catch-all Other family



FIX

Give every job a real home. Review leftovers often.



MISTAKE

Tiny families with one job



FIX

Fold them into a bigger family as a subfamily.

If a family name only makes sense inside your org chart, it is a department, not a family.

When a Job Could Fit Two Families

Ask four questions in order and stop at the first clear answer. Here is Brightside's payroll job.

1

Where does most of the time go?

A clear majority, for example 60 percent, often settles it

2

What knowledge does it draw on?

The know-how the job needs most points to its family

3

Which market prices it?

Where would you recruit, and which survey jobs match?

4

Where does the career lead?

Which jobs would people move into next?

WORKED EXAMPLE**Payroll Specialist: Finance or People?****Q1****Time**

55 percent payroll, 45 percent pay questions

Not a clear majority**Q2****Knowledge**

Payroll tax rules and matching pay to the accounts

Clear answer: Finance**Q3****Market** Not needed**Stopped at Q2****Q4****Career** Not needed**Stopped at Q2**

Decision Finance, Accounting family. Decided at Q2 and written in the decision log.

Ask the four questions in order, stop at the first clear answer, and write the decision down.



Find the Family

Five Brightside jobs and five families. Match each job to its home before you turn the page.

1

Recipe Developer

Creates and tests new breads and cakes

Family?

2

Social Media Coordinator

Posts content and answers comments online

Family?

3

Food Safety Inspector

Checks the plant and shops against hygiene rules

Family?

4

Shop Associate

Serves customers and runs the till

Family?

5

Dispatcher

Plans delivery routes and assigns drivers

*Family?***FAMILIES TO CHOOSE FROM****Logistics****Marketing****Stores****Product Development****Quality**

Decide on your answers before you turn the page. The model answers and the reasons are on the next page.

Look at what the job does all day. The work, not the title or the boss, points to the family.



Find the Family: Model Answers

Compare with what you decided. The reason matters more than the label.

1 Recipe Developer

Product Development

Creating and testing new products is product know-how.

2 Social Media Coordinator

Marketing

Creating content and building the brand online is marketing work.

3 Food Safety Inspector

Quality

It visits shops, but its purpose is quality assurance.

4 Shop Associate

Stores

Serving customers in a shop is the core work of Stores.

5 Dispatcher

Logistics

Planning routes and drivers is logistics know-how. Some call it Supply Chain.



The logic Ask what the job is for and what know-how it uses most. Where it works or who it reports to does not decide the family.

The work, not the title or the boss, points to the family.

Quick Check

Three questions. Answer from memory first, then look back if you need to.

1 QUESTION 1

A job family groups jobs that...

- A** Report to the same boss
- B** Share purpose, knowledge, and skills
- C** Are paid exactly the same

2 QUESTION 2

Brightside's help desk tech reports to Shop Operations. Where does the job belong?

- A** Stores, because of the reporting line
- B** Technology, because of the work
- C** A new Shop IT family

3 QUESTION 3

When should you add a subfamily?

- A** Always, for every family
- B** Never, they add too much detail
- C** When a discipline is paid, hired, or grown differently

Answers, with the reason behind each one, are on the next page.

Remember

The whole deck in three lines, plus the quiz answers.



THREE THINGS TO KEEP

- 1** Families group related work by purpose, know-how, and market, not by boss.
- 2** Subfamilies are optional. Use them when pay, hiring, or careers differ.
- 3** For border cases, ask the four questions and write the call down.

Follow the work. Always.



CHECK YOUR ANSWERS



Families share purpose and know-how. Bosses and pay can differ inside one family.



The work is technology. Reporting lines change, the work does not.



Subfamilies earn their place only when pay, hiring, or careers really differ.

Families group the work by kind. Get them right and pay, careers, and data all get easier.





Job Architecture 101: Job Families

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