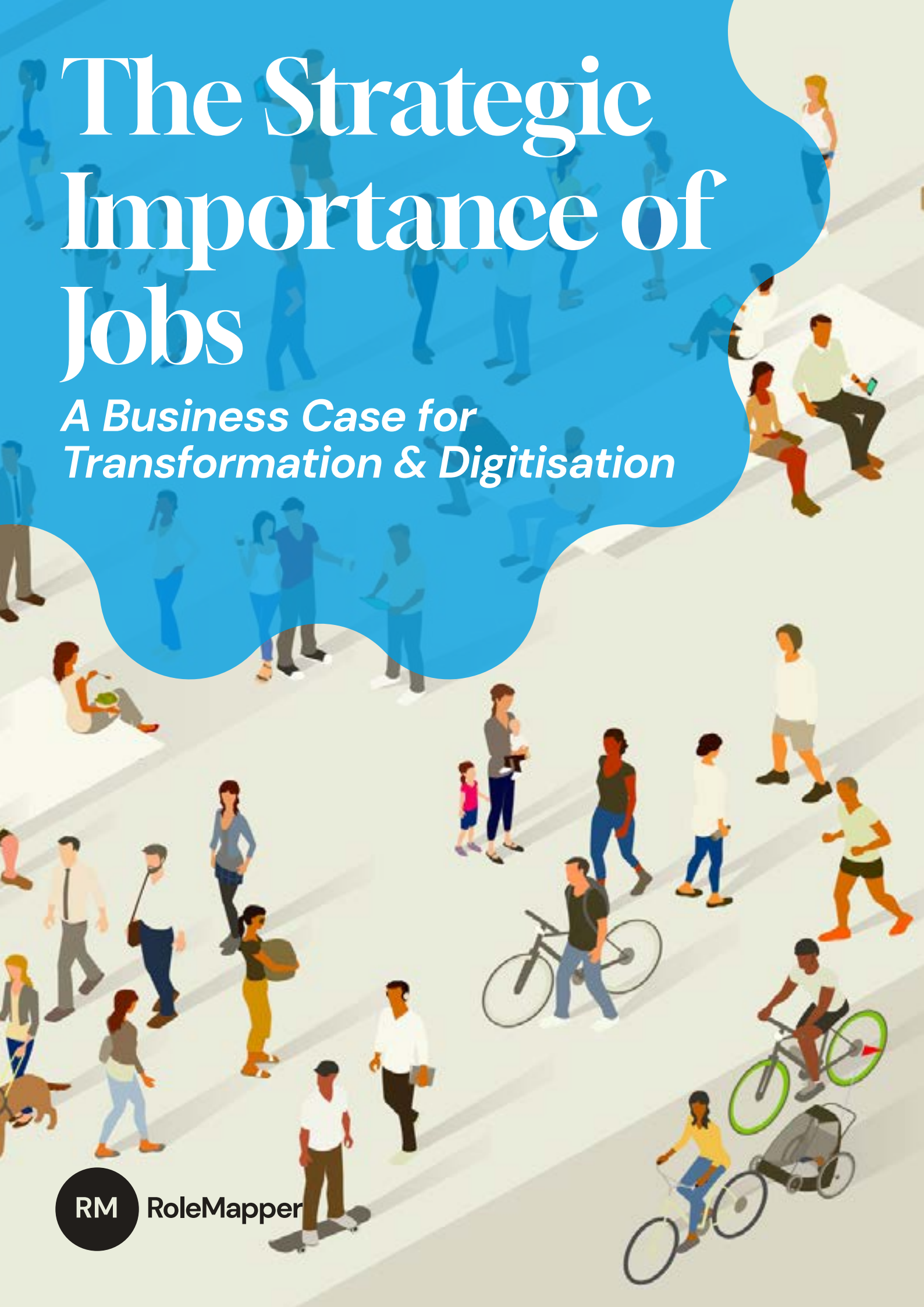# The Strategic Importance of Jobs

A Business Case for Transformation & Digitisation

RM RoleMapper

Setting the Scene

The world of work is changing at a pace never imagined. As existing ways of working and organisational boundaries transform, local authorities need to adapt to these changes, making improvements to how jobs are structured, making HR processes more efficient and embedding digitally enabled solutions.

This all needs to happen against a backdrop of post-pandemic recovery, increasing demands on services and reduced budgets.

Jobs sit at the heart of delivering the changes required to support improvements in customer experience. Jobs and how they are designed are critical to harnessing talent and skills across organisations and systems, ensuring inclusion, accessing talent, developing people and planning for the future.

However, the way that jobs are currently organised and managed in many local authorities is a blocker to change: "governments won't be able to provide a 21st century citizen experience and better citizen outcomes with 20th century skills and working practices".

The Current Challenges

Across many local authorities, the current process for creating, organising and governing jobs is manual, inefficient, inaccurate, resource-intensive and poor quality.

This negatively impacts many different organisational processes, outlined on the next page.
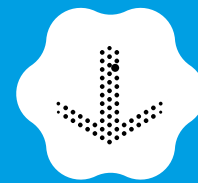
Current processes are manual, inefficient, inaccurate, resource-intensive and poor quality.

Recruitment & Retention

- Low quality job descriptions impact the ability to attract and recruit talent externally

- Job descriptions are inconsistent, not based on skills and not inclusive

- Job descriptions are not an accurate reflection of the role on the ground

- There is limited capability or capacity across the organisation to write quality job descriptions

Career Pathing & Development

- Jobs become not fit for purpose – making it challenging for colleagues to understand development and career paths up and across the organisation

Skills–based Organisation

- Inaccuracy of job description content makes mapping skills challenging

- Job roles with similar requirements often have very different job descriptions in place

- Job design is driven by finances vs the future skills required

Process & Systems

- Jobs content is paper–based and inaccessible

- There is little governance over how jobs are created

- No centralised, digital filing system for job descriptions – this limits the ability to surface job data for strategic imperatives and wastes time, there is duplication of effort writing multiple job descriptions for the same role

- Manual reporting on jobs for pay equity and compliance

- Multiple variations of job titles, not always reflective of the job content

- Managing job description updates following organisational restructures becomes challenging

Bad job data has a negative impact on many organisational processes
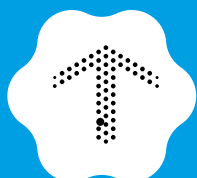
What are the Benefits of Job Transformation?

Because of the issues outlined above, many local authorities are looking to transform how the jobs in their organisation are created, structured and governed.

For organisations who are already on this journey, this might involve creating job families within an overarching job architecture. For others, it might involve as a first step, ensuring consistency in how job descriptions are written and structured.

For all local authorities, embarking on a job transformation project of whatever size can bring many benefits.

Jobs & Job Architecture

- Inclusion & Flexible Working
- Objectives & Performance Management
- Learning & Development
- Career Paths & Succession Planning
- Workforce Planning & Analytics
- Organisational Change
- HR Systems & Processes
- Recruitment
- Compensation & Benefits
- Legal & Compliance Reporting

Embarking on a job transformation project can bring many benefits.

1. HR Systems & Processes

Job titles drive core HR processes and Human Capital Management (HCM) system workflows: job titles are linked to positions, job grades, pay ranges and compensation.

HCM systems require an accurate job structure and job titles in place before implementation. The mistake many organisations make is simply loading in what exists already, which is likely to be out-dated, rigid, and not fit for purpose. If jobs are not in organised and up to date, this will hinder the value organisations can get from their technology investment.

Deloitte summarise the benefits of cleaning up a job structure and content prior to an HCM investment: shorter overall implementation time; enhanced functionality; a higher level of system performance for processes such as workforce and succession planning; and a stronger foundation.

In summary, updating job structures and job content is essential to enable local authorities to get full value and maximum return on investment from their HCM systems.

2. Recruitment

In most HCM platforms, the job structure powers the recruitment workflow. Job content flows through to recruitment and provides the basis for shaping the external job advert which is a potential candidate's first touchpoint with an organisation. If there isn't a clear structure in place for jobs, and a central repository for job descriptions, HR, Hiring Managers and Recruiters can waste a significant amount of time writing duplicate content or using out of date job descriptions which don't accurately reflect the role.

3. Compensation & Benefits

One of the main uses of a job framework or job architecture is that it provides an organisation with a framework for managing pay and reward. Once job functions and job families have been determined, and organised within a structure, a job levelling process can be used to assess the relative value of jobs in the organisation and to put in place compensation parameters for each job level. This helps ensure a consistent approach across job functions and helps with pay equity reporting and analysis (covered in next section).

4. Legal and Compliance Reporting

With increasing pay equity legislation being introduced, along with the requirement to report on equitable pay practices, an accurate job framework is fast becoming a critical tool for local authorities to implement, monitor and govern pay equity strategies. With a job structure in place, pay equity analysis is made significantly easier – it is easier to look across the authority and compare different roles with each other to see if there are any pay disparities. These can then be examined further, and actions taken to address any areas of concern.

A job framework means that organisations have a structure to share with leaders, managers, and employees that provides clarity on pay decisions and career levels. It gives more structure to decision-making around promotions and any associated salary rises. It removes the management discretion around jobs and pay and the resulting chaos that ensues.

5. Inclusion and Flexible Working

How jobs are described in a job description can have a significant impact on the diversity of talent we can attract, recruit, retain and progress. If job descriptions are thrown together and then reused repeatedly, they are likely to reduce the diversity of applicants. In contrast, a well written job description with a focus on inclusion and the essential skills needed for the role, can greatly increase the diversity of candidates who apply for that role.

In our guide, 6 steps to inclusive job descriptions, we describe the impact on diversity and inclusion. Job content can also be reviewed – at individual job level or ideally at job family level – to assess which flexible working options are suitable for each role.

6. Objectives & Performance Management

Having accurate, up-to-date job content is critical to objective-setting and performance management.

When this is working well, job content flows through seamlessly from the recruitment process to the performance management process. The job description is used by a line manager to set expectations of new employees and to manage performance against these expectations. Where job content is not accurate, and doesn't reflect the realities of a role, this can lead to employee attrition.

Research has shown a direct link between accurate job descriptions and attrition, with 43% of employees who leave within 90 days stating that their reason for leaving is that their day-to-day role wasn't what they expected.

7. Learning & Development

Many organisations are moving to a skills-based approach and redesigning their operating models and strategies to have skills at their core. This enables them to become more agile, to have higher levels of employee engagement, to encourage innovation and to show faster rates of growth.

Unprecedented levels of change and digital disruption means that local authorities need to constantly assess which skills they need to deliver their services, and to upskill their workforce where these skills are lacking. Job structures are a key tool to enable a move to a skills-based approach. If all roles are mapped to the skills they need, employees can be automatically assigned learning content based on their role.

There will also be a rich source of data on the current skills in the organisation and importantly whether there are any skills gaps. Learning content can then be created to address current skills gaps and any that are anticipated for the future.

8. Career Paths & Succession Planning

A clear, streamlined job structure helps an organisation map out possible career paths and communicate these to employees, so they can be informed about any training and development opportunities and see possible routes up and around the organisation.

Employees will have clear visibility of roles across the organisation and can identify possible roles in different teams and departments rather than simply focussing on movement within their current team.

Grouping roles into job families within an overall framework also enables a broad view across the organisation when planning for succession and helps identify those with transferable skills to move across or up the organisation within a certain timeframe.

9. Workforce Planning & Analytics

As covered above, planning your workforce around the skills that are needed now and in the future is a critical task that all local authorities need to undertake.

EY suggest seven steps for a public sector focussed workforce planning strategy, to identify the skills that an organisation requires and to plan a workforce around these:

1) Define and articulate a purpose-driven vision of the future to understand the changes that are needed to unlock future value for citizens, including the skills, capabilities and cultural changes required for success

2) Define the organisational structure and transformation strategy — including how the adoption of new technologies will change the work done by employees, and the roles and skills needed to deliver

3) Review the capacity and capability of the current workforce, using demographic and employee data to assess size and composition, age and diversity profile, and current skill sets

4) Evaluate short-, medium- and long-term workforce needs, taking into account expected new roles and capabilities required, diversity objectives, current employee potential, and staff turnover and attrition

5) Model any projected workforce gaps. New job profiles and role descriptions may be needed for new roles requiring deep digital skills. Meanwhile, behavioural assessments can determine whether the workforce has the necessary "soft" skills such as adaptability, reflectiveness, and the ability to experiment and collaborate

6) Fill any gaps by upskilling and re-skilling, bringing in external talent and allocating scarce resources across different departments and agencies

7) Continue to assess the multiyear impact of emerging technologies, plot "technology disruption curves," and continually recast existing roles and create new ones.

All of these steps are made easier by having a robust, future-focused job titling framework and job structure.

In terms of workforce data, by standardising job titles, organisations can also ensure that their workforce data is consistent and comparable across different departments and functions. This makes it easier to analyse workforce data, such as headcount, turnover and diversity metrics, and identify trends and patterns in the data, such as turnover rates, retention rates and employee engagement levels.

10. Organisational Change

Traditional ways of working have been replaced, digital transformation is happening across the public and private sector and those using public services have very different expectations about how they access services now, compared to five or ten years ago. All these changes can make it difficult for local authorities to keep their job content current, up to date and reflecting the realities of the jobs that people are actually undertaking.

Digitising and centralising your job content makes this process much easier. Changes can be made quickly and easily to the job content of a large number of roles if demands change and an update to multiple job roles is required.

If two organisations merge, aligning two different job structures through a manual process, involving multiple spreadsheets, can be laborious and time consuming, taking up to 18 months in some cases. Having a modern job structure in place enables you to rapidly map the roles in the two organisations to bring everything in line.

Where to start

It can sometimes be difficult to know where to start with a job transformation. When faced with a chaotic picture of multiple job titles across various business areas and regions, the response can be to put this task into the "too hard" box and delay it for another year in the hope that it sorts itself out. But this can cause issues, open organisations up to compliance risk and slow down strategic people initiatives.

As a starting point for any organisation, we recommend using technology to fast track the harmonisation of your organisation's job titles.

RoleMapper is an AI-powered job description management solution

Our proprietary AI and advanced Natural Language Processing can transform your existing job titles and/or job data into a robust, future-focused job architecture and job titling framework. This will eliminate the cost and time burden on Reward and HR teams to create job architecture and job titling to review with the business, and provide an accurate representation of the organisation for various strategic business and people initiatives.

For more information on our product and service offering, see our four-step process to job title harmonisation.

How RoleMapper can help with Job Architecture Implementation

RoleMapper enables you to:

- Create, consolidate, or harmonise your job architecture, grading and levels

- Streamline and automate the creation, editing and governance of job descriptions

- Automate the scoping of jobs to sync into your job evaluation process

- De-bias and design inclusion into all your jobs

- Manage varying compliance and pay transparency requirements

- Easily manage and adapt your job architecture and job descriptions

- Extract and map the skills across your jobs

Our team of experts work with you to design an AI-enabled solution or service that best suits your business requirements.

Talk to one of the team at RoleMapper to learn more or to arrange a demo.

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