



Rijksoverheid

The Job Family System of the Dutch National Public Administration

Until recently there were over 30,000 job descriptions for positions in Dutch national public administration (national PA). Several different job description systems were in use, each with its own vocabulary and concepts. This made it difficult to compare different jobs. It limited civil servants' understanding of what work comparable to their own was available within the national government and of what career alternatives might exist.

Why a Job Family System?

The Dutch national PA and the unions agreed in the collective labour agreement for 2007-2010 that they would 'make vigorous efforts to create a single Job Family System, thus enhancing the transparency and accessibility of the available jobs and increasing jobseekers' chances of finding suitable work'.

The new national PA-wide system has been developed over the past few years, and on 28 October 2010 the unions agreed to the implementation.



Now that the implementation of the Job Family System is almost completed, a single, common vocabulary exists, making comparisons between jobs possible and making the various career opportunities in national government visible. The new job profiles are goal-centred and development-oriented, thus helping staff members and managers make detailed individual agreements about work, staff development and mobility.

How does the Job Family System work?

The Job Family System consists of eight job families comprising 55 job groups. (For a complete overview of job families and jobgroups see Annexe 1) Each job group has a job profile consisting of a core profile and a qualifications profile. Job types are used to explain the salary scale in which specific jobs are placed. Each of these terms is explained at greater length below.

Job family

The Job Family System consists of eight job families: sets of closely related jobs. Every job in the Dutch national government has been assigned to a job family. The eight job families are:

- Line management;
- Project and programme management;
- Policy-making;
- Advice;
- Operational management;
- Knowledge and research;
- Inspection;
- Implementation.

Each of the job families is clearly defined in a way that distinguishes it from the others and determines what jobs are included.

Job groups

Each job family is divided into a number of job groups. (There are a total of 57 job groups; see Annexe 1) A job group is a set of jobs within a job family in which essentially similar results must be achieved and corresponding tasks must be performed to that end. Each job group has a number of different levels, each of which corresponds to a specific salary scale.

The job group 'coordinating policy officer', for example, includes coordinating policy officers at three different levels, who are assigned to salary scale 13 to 15. The 'management assistant' job group includes staff at six different levels, assigned to pay scales 5 to 10.

Job profile

A specific job profile has been drafted for each of the 57 job groups, each consisting of:

- one core profile;
- one or more qualifications profiles.

Taken together, the core profile and qualifications profile indicate the job's essential content in terms of results to be achieved and qualifications required.

Core profile

The core profile is the part of the job profile that describes in general terms the results to be achieved, the necessary competences and the underlying behavioural indicators.

Qualifications profile

A qualifications profile specifies the level of working and thinking, education, experience, skills and competences appropriate to a specific job. Each job group has at least one qualifications profile; a number of job groups have several different ones.

One example is the job group 'operations advisor' in the job family operational management. All staff members in this job group are advisors on Operational Management. General qualifications profiles have been drafted for these jobs including the knowledge, skills and competences that all these staff members need. At the same time, specific additional qualifications profiles have been drawn up for the various disciplines within operational management, such as human resources management, finance, ICT, etc., which include the specific requirements for each of these disciplines.

Job type

The job type accounts for the salary scales in a jobgroup using the Dutch national PA job classification system FUWASYS. It explains why a staff member is assigned to a specific salary scale.

Why is the Job Family System useful?

The Job Family System:

- **Provides more transparency about comparable jobs and their requirements.** By clustering all national PA jobs in 57 job groups, the system makes it easier to mutually compare the underlying job profiles.
- **Helps in conducting job performance interviews.** The system provides tools that staff members and their managers can use in looking back at the recent past and in looking forward as they make new agreements about the staff member's duties.
- **Helps in making sound agreements about results and development.** Formulating agreements about results and development in general terms makes it easier to make the agreements at individual level SMART (specific, measurable, attainable, relevant and time-bound).
- **Sheds light on the question where interesting work can be found (at a staff member's current ministry or at other ministries) and what that work demands.** Because every ministry divides jobs among the same 57 job groups, interesting work can be easily identified at other ministries.
- **Sheds light on career opportunities (including learning trajectories) within and across ministries.** Because all the job profiles in the system can be mutually compared, the possibilities for further steps in a career are evident: not only the obvious next steps, but also the less obvious ones.

What has changed and what remains the same?

The system will be the basis for:

1. your job *performance interview*, in which you make agreements each year with your manager about your duties, the results you will achieve and your personal development;
2. your *career path and learning trajectories*: the system will make clear what career steps you can take in the Dutch national PA and what results, competences, training and experience you need to take those steps.
The digital tool www.functiegebouwwijksoverheid.nl will help you find out more about career opportunities;
3. your *mobility*: the system will make clear what kinds of jobs, similar to your current work or different, are available in other organisations in the Dutch national PA, thus clarifying your national PA-wide career opportunities. The Civil Service Mobility Database will help you look for jobs that are either similar to your current work or different.

How is the Job Family System implemented?

The implementation of the Job Family System was completed at every ministry by the end of 2012 (except for the Tax and Customs Administration, which will implement the system before the end of 2015)..

Every civil servant has been introduced to the Job Family System in a letter informing them of their job family, job group, job type and in some cases additional qualifications profile.

The second important step was the next performance assessment at which agreements were made on individual work results and development. The starting point in that interview was the existing agreement about the 'combination of assigned activities', which is the legal content of all jobs. This existing agreement could have been included in old job descriptions, in previous annual work agreements or may not currently exist in writing at all. If that was the case, a proper account of the existing agreement is all the more important. All civil servant and their managers have sat down the work agreements in consultation with one another. These agreements were then be recorded in the digital P-Direkt personnel files according to a fixed format.

Taken together: the assigned job family, job group, job profile (core profile and qualifications profile, and in some cases an additional qualifications profile), salary scale and annual work agreements determine the content of a job and its legal status. From the time that agreement has been reached on this combination of elements this combination replaces the old job description or job pattern.

Existing agreements about tasks remained in effect until new agreements have been made, by mutual consent, at the next performance assessment. Managers could not unilaterally impose any changes. If civil servants disagree with a proposed change to tasks, they could object and apply for judicial review. To repeat: the introduction of the Job Family System does not change any legal status.

Where can you find more information?

Training modules are being offered to help fully understanding the Job Family System and learn to work with the new job profiles. Special modules are available for managers, human resources managers, staff members and members of works councils.

If after reading this brochure staff members still have questions, They can talk to their manager or take a look at the Job Family System using the digital tool available on: www.functiegebouwwrijksverheid.nl. The tool includes, in dutch, a list of frequently asked questions with answers.

Annexe 1:

Job family	Job groups
<i>Line management</i>	<ol style="list-style-type: none"> 1. Senior manager 2. Middle manager 3. Operational manager
<i>Policy-making</i>	<ol style="list-style-type: none"> 1. Strategic policy officer 2. Coordinating policy officer 3. (Senior) Policy officer 4. Policy support officer
<i>Project and programme management</i>	<ol style="list-style-type: none"> 1. Project / Programme director 2. Project / Programme manager 3. Project leader 4. Subproject leader
<i>Knowledge and research</i>	<ol style="list-style-type: none"> 1. Chief researcher 2. Senior researcher 3. Researcher 4. Research assistant 5. Research support worker
<i>Advice</i>	<ol style="list-style-type: none"> 1. Strategic advisor 2. Coordinating/specialist advisor 3. (Senior) Advisor 4. Advisory assistant
<i>Operational management</i>	<ol style="list-style-type: none"> 1. Coordinating/specialist operations advisor 2. Senior operations advisor 3. Operations advisor 4. Transport officer 5. Communications officer 6. Clerical officer 7. Facilities officer 8. Security guard 9. ICT / Technical / Information management officer 10. Management assistant 11. Trainer
<i>Inspection</i>	<ol style="list-style-type: none"> 1. Strategic inspector 2. Coordinating/specialist inspector 3. Senior inspector 4. Inspector / Inspection officer 5. Inspection officer / Assistant inspection officer
<i>Implementation</i>	<ol style="list-style-type: none"> 1. Spiritual counsellor 2. Doctor / Behavioural psychologist 3. Care professional 4. Custodial institution staff 5. Custodial institution guard 6. Education and training officer 7. Forensic therapist 8. Community social worker 9. Senior delivery and development officer 10. Delivery and development officer 11. Processing and delivery officer 12. Committee secretary 13. Operationeel traffic management officer 14. Operational management and maintenance officer 15. Construction, management and maintenance preparation officer 16. Construction, management and maintenance supervisor