

 <p> GIG CYMRU NHS WALES </p> <p> Iechyd Cyhoeddus Cymru Public Health Wales </p>	<p>Name of Meeting People and Organisational Development Committee</p> <p>Date of Meeting 14 October 2025</p> <p>Agenda item: 5</p>
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Job Family Approach	
Executive lead:	Neil Lewis, Director of People and Organisational Development
Authors:	Kelly McFadyen, Learning and Development Manager

Approval/Scrutiny route:	Not applicable.
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Purpose
<p>As part of the People Strategy 2020-2030, we made a commitment to establish a job family approach within PHW, which was reaffirmed in the 2024-25 and 2025-26 IMTP key deliverables and the refreshed People Strategy 2025-2035.</p> <p>This paper provides an overview of activity to date and forthcoming next steps for assurance.</p>

Recommendation:				
APPROVE <input type="checkbox"/>	CONSIDER <input type="checkbox"/>	RECOMMEND <input type="checkbox"/>	ADOPT <input type="checkbox"/>	ASSURANCE <input checked="" type="checkbox"/>
<p>The People and Organisational Development Committee is asked to:</p> <ul style="list-style-type: none"> Take assurance that the implementation of the job family approach is progressing in line with the People Strategy and IMTP commitments. 				



Link to Public Health Wales [Strategic Plan](#)

Public Health Wales has an agreed strategic plan, which has identified seven strategic priorities and well-being objectives.

This report contributes to the following:

Strategic Priority/Well-being Objective	All Strategic Priorities/Well-being Objectives
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Summary impact analysis

Equality and Health Impact Assessment	An Equality and Health Impact Assessment is not required at this stage.
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Risk and Assurance	<p>This paper links to risk and assurance in relation to PHW having a flexible, sustainable, and thriving Public Health Wales workforce for 2025-2035. The approach will ensure that we attract, retain, develop, and enable our people to deliver our Strategic Priorities and achieve a healthier future for Wales and deliver a People Strategy commitment.</p> <p>Implementing the Job Families framework (IMTP Q4) is one of the actions in place for Cause 3 of SR2 (Inability to appropriately engage, develop and enable our people to deliver our Long-Term Strategy).</p>
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Health and Social Care (Quality and Engagement) (Wales) Act	<p>Embedding a job family approach acts as an enabler of the Act and duties by:</p> <ul style="list-style-type: none"> • Clarifying roles and responsibilities. Everyone understands their professional responsibilities. • Strengthening workforce capability. The right people are in the right roles with the right competencies. • Embedding openness and accountability. • Enabling system-wide consistency. • Supporting a culture of transparency and continuous improvement. PHW can deliver improvement and transparency in a structured, supported way.
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Financial implications	Not applicable at this stage.
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People implications	Not applicable at this stage.

1. Purpose / situation

As part of the People Strategy 2020-2030, we made a commitment to establish a job family approach within PHW, which was reaffirmed in the 2024-25 and 2025-26 IMTP key deliverables as well as the refreshed People Strategy 2025-2035.

Throughout 2024-25 our vision for job families was developed. Following engagement with key stakeholders, findings and recommendations were considered by Business Executive Team and next steps agreed for the development and implementation of the job family approach within Public Health Wales.

The purpose of this paper is to provide assurance to People and Organisational Development Committee on the development and implementation of the job family approach within Public Health Wales.

2. Background

People Strategy 2025-2035

Our refreshed People Strategy charts a course for building a flexible, sustainable, and thriving Public Health Wales workforce for 2025-2035. This strategy will ensure that we attract, retain, develop, and enable our people to deliver our Strategic Priorities and achieve a healthier future for Wales.

The People Strategy 2025-2035 focuses on five key areas:

- **Talent Attraction and Inclusive Hiring:** We will become an employer of choice, attracting diverse talent which reflects the communities we serve.
- **Cultivating Future-Ready Skills:** We will equip our people with essential skills for current demands and emerging challenges.
- **Leading with Compassion:** We will nurture a psychologically safe workplace, where compassionate leadership is fostered at all levels.
- **Exceptional Employee Experience:** We will prioritise employee well-being, flexible working options, and opportunities for career growth and progression.
- **Designed to Deliver:** We will ensure the organisation is designed to deliver its strategic objectives and plan for sustainable growth.

How will a job family approach enable the People Strategy?



A job family approach enables all elements of the People Strategy. It supports our work to close the gap between our 'current' organisational culture and the organisational culture we aspire to, as well as responding to employee feedback on an employee value proposition (the 'people promise'), through the staff survey and other data sets by:

- Developing clear career pathways
- Creating opportunities for growth and development
- Supporting individuals to maximise their contributions to the organisation
- Enhancing the quality of what we do
- Attracting and retaining talent

The job family approach

Our vision for the approach is:

- To categorise and organise jobs that share common characteristics or requirements based on similarities in roles, responsibilities, skill sets, and career progression paths.
- To establish a head of job family and a job family lead for each job family to optimise leadership, contribute to strategic workforce and succession planning and manage risk.
- To develop, using a priority led approach, a coherent set of job families and skills and knowledge frameworks, standardised role profiles / job descriptions, career and development pathways and other initiatives as required to create workforce and organisational outcomes.

How will we implement the approach?

- Agree roles and responsibilities of heads of job family and job family leads, the POD partnering approach to supporting them, and the connection to workforce and succession planning.
- POD Partners will support and enable conversations within directorates, and with professional leads, to categorise and organise jobs that share common characteristics or requirements and nominate heads of job families and job family leads.
- Build on existing activity to establish the job family approach (including Communities of Practice and in areas such as data, digital and technology, public health research and evaluation, nursing, midwifery and allied health professionals, health protection) and already fairly well-established all-Wales approaches (including Clinical Scientists, Healthcare Support Worker (HCSW) (Screening Pathways), Finance Academy, and others led by Health Education and Improvement Wales e.g. People Profession).



- As we develop the job family approach, the steering group will consider the need to identify priority job families and progress in a phased way in line with capacity.
- Align our Leadership and Management Framework (LMF) and Being our Best Framework into the requirements of PHW job families.
- Heads of job families and job family leads inform the development of directorate level Strategic Workforce Plans (and talent management and succession planning) and provide a 'birds eye view' of any organisation-wide and job family themes that need to be captured, actioned and 'owned' centrally.

The importance of the head of job family and job family lead roles

Job families span directorates and strategic priorities; therefore, job family leads have an important role in assessing and articulating their needs through succession and workforce planning. Our workforce plans are currently developed at directorate-level, but introducing a job family approach will allow us to also plan across professions, identifying common challenges and opportunities, whilst avoiding duplicated effort.

Leads will be key to our relationship with Health Education and Improvement Wales (HEIW) (for example in the commissioning of training and education programmes and ensuring curricula and profession specific workforce plans and career frameworks meet our needs) as well as commissioning work and bringing in external expertise to work alongside us.

3. October 2025 Update

In Q4 2024-25, the vision for embedding a job family approach across Public Health Wales was socialised across directorate SMTs by People and OD Partners. Directorates were asked to provide feedback on the approach and on an initial list of job families identified in 2018. Directorate SMTs were asked to prioritise and, where relevant, identify potential job family leads.

Across the organisation the following were proposed as potential job families:

<ul style="list-style-type: none"> • Behavioural Science • Business Administration • Communications • Engagement • Integrated Governance and Risk • Data, Digital and Technology* • Finance • Healthcare Support Workers 	<ul style="list-style-type: none"> • Medical and Dental • Nursing and Midwifery • Quality Improvement • People and OD • Planning, Project and Programme Management* • Public Health Consultants and Specialists
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<ul style="list-style-type: none"> • Health Economists • Healthcare Science • Leadership and Management 	<ul style="list-style-type: none"> • Public Health Practitioners • Policy • Research and Evaluation*
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**Areas where job family approach related work has already commenced with short-term funded work taking place to develop competency framework but where no further resource is allocated at this time.*

Feedback following the socialisation of the job family approach was themed as follows:

- Strategic Alignment and Impact

Ensuring connection between job families and organisational Strategic Objectives is clear, with worked examples and clear and tangible benefits considered as part of a wider communication plan.

- Leadership and Organisational Oversight

Understanding how the process will be managed and overseen at an organisational level with designated leadership (e.g. SRO) and the governance and decision-making arrangements required for a cross-organisational project.

Understanding which elements might benefit from standardisation and which elements remain flexible.

- Implementation Challenges

Understanding how roles will be structured and supported consistently across the organisation. Ensuring roles do not become siloed.

That the aim is to have as few, well defined job families as possible, with sub-families within them. Fewer job families should promote flexibility, efficiency, and career growth, while too many risks creating rigidity, confusion, and administrative complexity.

The need for greater support and empowerment for those heads of job family and job family leads to manage their responsibilities across the organisation.

Managing any perceived impact on banding and roles, with a clear and effective communication plan for what the job family approach will and will not mean for staff.

The responses to the themes in the feedback are summarised below:



- Every role within Public Health Wales should be aligned to a job family.
- Public Health Wales should aim to have as few job families as possible, with sub-families within them. Fewer, well-defined job families promote flexibility, efficiency, and career growth, while too many risks creating rigidity, confusion, and administrative complexity. (Appendix 1 – example PHW job family framework.)
- A head of job family, at Director Level, and job family lead should be identified.
- The head of job family and job family lead must have clear roles and responsibilities. (Appendix 2 – example roles and responsibilities)
- An agreed programme of work must be developed, using a priority led approach, to create a coherent set of job families and skills and knowledge (or competency) frameworks, standardised role profiles / job descriptions, career and development pathways and other initiatives as required to create workforce and organisational outcomes.
- A clear governance structure will be required.

Resources / financial implications

Consideration will need to be given to the resource and financial implications of implementing a job family approach. To date, three teams within the organisation have commenced job family work (Data, Digital and Technology (DDaT), Research and Evaluation, and Projects and Programme Management) with each lead funding temporary resource to support delivery in 2024-25. The outputs of these short-term posts has been to propose competency / skills and knowledge frameworks and further work is needed to implement and embed these.

Risks / issues

The risks/issues of not taking an organisational approach are:

- **Inconsistency and Fragmentation.** Without clear leadership, job family approach development may be uncoordinated, leading to inconsistent frameworks, duplicated effort, and unclear role definitions across departments.
- **Lack of Strategic Alignment.** Job families may drift away from organisational priorities, workforce strategy, and national standards, weakening their value and impact.



- **Poor Engagement and Ownership.** Staff and professions may not feel represented or involved, reducing buy-in, slowing adoption, and risking reputational harm.
- **Equity and Inclusion Gaps.** Without oversight, equity in career development, progression, and recognition may not be addressed consistently across job families.
- **Missed Opportunities for Integration.** Risk of misalignment with other key programmes (e.g. digital transformation, workforce planning, succession) leading to siloed or inefficient outcomes.
- **Reduced Accountability.** Without clear roles and responsibilities, no one is accountable for delivery, quality, or impact — stalling progress and making it harder to manage risk.
- **Failure to Meet Legal and Policy Duties.** Inadequate oversight may hinder compliance with statutory obligations (e.g. Duty of Quality, WFG Act), exposing the organisation to scrutiny.

On the 22 June 2025, a paper went to BET setting out the vision for the job family approach, resource implications, risks/issues associated with the approach, the response to the socialisation exercise and recommendations for next steps.

Recommendations for next steps included the establishment of a time limited Job Family Approach Steering Group chaired by the Director of People and OD with representatives from each Directorate. The role of the Group will be to oversee the next stages of implementation and define the future governance structure that will be in place to embed the job family approach in PHW.

BET supported the vision and the recommendation for a time limited Job Family Approach Steering Group.

The Job Family Approach Steering Group’s membership has been explored and an inaugural meeting will take place 11 November 2025.

3.1 Well-being of Future Generations (Wales) Act 2015

Hirdymor



Long Term

Supports long-term workforce sustainability by developing clear career pathways, succession planning, and future-ready capabilities to meet evolving service needs and priorities.



Helps prevent skill shortages, workforce burnout, and retention challenges by understanding role requirements early and addressing gaps proactively.



Aligns workforce development with organisational strategies and public service goals (e.g. quality, equity, digital transformation), ensuring workforce planning is not siloed.



Encourages cross-functional working and professional networks (e.g. communities of practice, job family leads), breaking down silos and promoting shared accountability for improvement.



Embeds staff voice and professional input in shaping role expectations, development pathways and progression opportunities – improving engagement and inclusivity.

4. Recommendation

The People and Organisational Development Committee is asked to:

- Take **assurance** that the implementation of the job family approach is progressing in line with the People Strategy and IMTP commitments.

Appendix 1 – EXAMPLE PHW job family framework

Caveat: This is currently a **working example**. Language matters deeply in terms of how job families are received. High-level groupings and job families have been listed in alphabetical order not in order of hierarchy or tiers. Further work will be undertaken to ensure we identify the right high-level groupings, job families and sub-groups. This is an example, and our recommendation is for the steering group to further explore, make recommendations and have approved a final version of the job family framework. This will involve them exploring whether the right language is used to describe the high-level groupings, whether the right job-families and sub families have been identified and categorised; whether there are job families or sub-groups that are missing (e.g. user researchers) and whether any sub-groups need breaking down further.

High-level grouping	Job family
Clinical and Regulated Health Professions	Allied Health Professions (AHPs)
	Medical and Dental
	Nursing and Midwifery
	Public Health Consultants and Specialists
Corporate and Enabling Functions	Board
	Business Administration
	Communications
	Finance
	Integrated Governance and Risk
	People and OD
	Leadership and Management
	Legal
Health Support and Technical Practitioners (NB Voluntary or No Registration)	Planning, Project and Programme Management
	Behavioural Science
	Digital, Data and Technology
	Engagement
	Evidence
	Healthcare Support Workers
	Health Economists
	Policy
	Public Health Practitioners
	Quality Improvement
Research and Evaluation	



Appendix 2 – High-level roles and responsibilities

Head of job family	Job family lead	Job family approach steering group	Business Executive Team
Strategic leadership and senior accountability.	Operational leadership, development and coordination.	Cross organisational, cross functional governance, direction and oversight.	Executive ownership, sponsorship and system-wide accountability.

NB: We recommend that, once established, the Job Family Approach Steering Group agree and approve detailed roles and responsibilities.