

# Human Resources Management – Career Level 1

## Role Purpose

Provides a high level of customer service and support to colleagues and others on a single service or process, or across various processes. The tasks are generally routine and supervisory support is always available.

## Educational Qualifications & Experience

Typically, 1-2 years' professional or customer services experience working in either a large organisation or a third level institution and/or a third level degree.

## Indicative Role Dimensions

**Problem solving** - Solves problems and responds to routine queries by following working practices and procedures or by seeking guidance where needed. Supervisory support is always available.

**Decision Making** - Makes routine decisions e.g. order in which to complete tasks, deciding when support/assistance is required, or when to escalate a matter to a more senior colleague.

**Interfaces & Interdependencies** - Acts as first point of contact for colleagues and others. Works as part of a team engaged in similar work.

## Core Competencies

### *Indicative Core Competencies & Proficiency Levels*

Building Relationships (Proficiency Level 1)  
Organisational Awareness (Proficiency Level 1)  
Planning & Organisation (Proficiency Level 1)  
Communicating Effectively (Proficiency Level 1)  
Taking Initiative (Proficiency Level 1)  
Service Focus & Innovation (Proficiency Level 1)

*Any role in UCD with People Management responsibility must include the Managing People Core Competency*



## Functional Competencies

### *Indicative Functional Competencies & Proficiency Levels*

**1 Functional Competency at Proficiency Level 2 and 2 at Proficiency Level 1 from the following list:**

Compensation & Benefits  
People & Organisation Development  
HR Information Systems  
Staffing  
Performance Development  
Employee Relations  
Pensions  
Change Management  
Organisation Design  
Talent Management/ Succession Planning  
Job Grading/ Career & Promotions Pathways  
Employee Engagement  
Equality, Diversity and Inclusion



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The **Human Resources Management** Job Family includes roles that provide strategic, consultative, advisory and administrative support and services to UCD to ensure it can attract, retain and engage employees to successfully deliver its strategic objectives and achieve its ambitions.

Job Reference: HRM-1-A

# Human Resources Management – Career Level 2

## Role Purpose

Provides a high level of customer service to colleagues and others on a single service or process or across various processes. Operates with a high degree of initiative and autonomy within a confined process/service area and likely to act as an informal resource on day to day issues for less experienced colleagues.

## Educational Qualifications & Experience

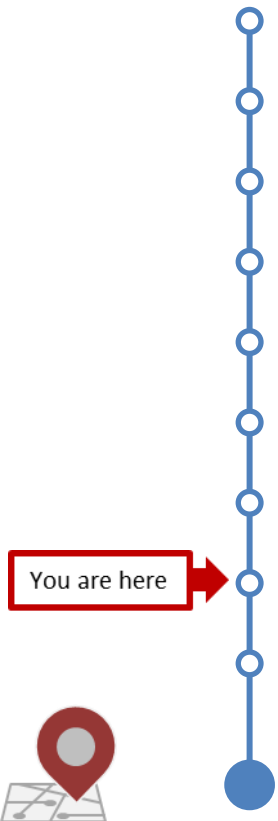
Typically, 2-3 years' professional experience working in either a large organisation or a third level institution and/or a third level degree.

## Indicative Role Dimensions

**Problem Solving** - Helps to identify solutions using policy and procedure and supports the ongoing development of processes / systems. May provide guidance for less experienced colleagues. Supervisory support typically available.

**Decision Making** - Applies initiative on a day to day basis, making routine decisions within the confines of the core process or service remit they are working in.

**Interfaces & Interdependencies** - Acts as first point of contact for colleagues and others. Works as part of a team engaged in similar work. May have ownership for particular customer groups.



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Job Reference: HRM-2-A

**JOB FAMILIES**

## Core Competencies

*Indicative Core Competencies & Proficiency Levels*

Building Relationships (Proficiency Level 1)  
Organisational Awareness (Proficiency Level 2)  
Planning & Organisation (Proficiency Level 2)  
Communicating Effectively (Proficiency Level 2)  
Taking Initiative (Proficiency Level 2)  
Service Focus & Innovation (Proficiency Level 2)

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## Functional Competencies

*Indicative Functional Competencies & Proficiency Levels*

**1 Functional Competency at Proficiency Level 2 and 3 at Proficiency Level 1 from the following list:**

Compensation & Benefits  
People & Organisation Development  
HR Information Systems  
Staffing  
Performance Development  
Employee Relations  
Pensions  
Change Management  
Organisation Design  
Talent Management/ Succession Planning  
Job Grading/ Career & Promotions Pathways  
Employee Engagement  
Equality, Diversity and Inclusion



# Human Resources Management – Career Level 3

## Role Purpose

Supports others in the delivery of a full service, process or system, managing relationships with a defined group of customers.

## Educational Qualifications & Experience

Typically, 3-4 years' professional experience working in either a large organisation or a third level institution and/or a third level degree.

## Indicative Role Dimensions

**Problem Solving** - Operates with a high level of initiative and autonomy within a confined process, appreciating the impact elsewhere. Takes action to resolve work problems independently, referring complex problems to senior colleagues where appropriate.

**Decision Making** - Makes timely and considered independent and collaborative decisions within the confines of the core process or service remit they are working in. Provides specific advice and guidance to others.

**Interfaces & Interdependencies** - Acts as first point of contact for colleagues and others. May have ownership for particular customer groups. Builds collaborative relationships with peers within the function and potentially in other units across the University.

## Core Competencies

### *Indicative Core Competencies & Proficiency Levels*

Managing Change (Proficiency Level 1)  
Building Relationships (Proficiency Level 2)  
Organisational Awareness (Proficiency Level 2)  
Planning & Organisation (Proficiency Level 3)  
Communicating Effectively (Proficiency Level 3)  
Taking Initiative (Proficiency Level 3)  
Service Focus & Innovation (Proficiency Level 3)

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## Functional Competencies

### *Indicative Functional Competencies & Proficiency Levels*

#### **2 Functional Competencies at Proficiency Level 2/3 and 3 at Proficiency Level 1 from the following list:**

Compensation & Benefits  
People & Organisation Development  
HR Information Systems  
Staffing  
Performance Development  
Employee Relations  
Pensions  
Change Management  
Organisation Design  
Talent Management/ Succession Planning  
Job Grading/ Career & Promotions Pathways  
Employee Engagement  
Equality, Diversity and Inclusion



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Job Reference: HRM-3-A

# Human Resources Management – Career Level 4

## Role Purpose

Leads in the delivery of a full service, processes or system, to a defined audience.

## Educational Qualifications & Experience

Typically, 4-5 years' professional experience working in a human resources management related role in either a large organisation or a third level institution and a third level degree.

## Indicative Role Dimensions

**Problem Solving** - Supervisory role with proven ability to use independent judgement and reasoning in developing solutions to a variety of problems of moderate scope and complexity.

**Decision Making** - Co-ordinates, analyses and critically evaluates information in order to reach a decision with minimal level of supervisory guidance, within the overall parameters of the role.

**Interfaces & Interdependencies** - Builds and sustains strong, collaborative relationships with senior colleagues and peers within the function and across the University.

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The **Human Resources Management** Job Family includes roles that provide strategic, consultative, advisory and administrative support and services to UCD to ensure it can attract, retain and engage employees to successfully deliver its strategic objectives and achieve its ambitions.

Job Reference: HRM-4-A

**JOB FAMILIES**

## Core Competencies

*Indicative Core Competencies & Proficiency Levels*

Managing People (Proficiency Level 1)  
Managing Change (Proficiency Level 1)  
Project Management (Proficiency Level 2)  
Building Relationships (Proficiency Level 2)  
Organisational Awareness (Proficiency Level 3)  
Planning & Organisation (Proficiency Level 3)  
Communicating Effectively (Proficiency Level 4)

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## Functional Competencies

*Indicative Functional Competencies & Proficiency Levels*

**2 Functional Competencies at Proficiency Level 2/3 and 4 at Proficiency Level 1 from the following list:**

Compensation & Benefits  
People & Organisation Development  
HR Information Systems  
Staffing  
Performance Development  
Employee Relations  
Pensions  
Change Management  
Organisation Design  
Talent Management/ Succession Planning  
Job Grading/ Career & Promotions Pathways  
Employee Engagement  
Equality, Diversity and Inclusion



# Human Resources Management – Career Level 5

## Role Purpose

- Individual contributor who provides subject matter expertise in a specialist field of the function.
- OR
- Leads a small team or programme in delivering a specific service or support, and accountable for the performance and results of the team.

## Educational Qualifications & Experience

Typically, 5-6 years' professional experience working in a human resources management role in either a large organisation or a third level institution and a third level degree.

## Indicative Role Dimensions

**Problem Solving** - Solves moderate to complex problems in their area of expertise, guided by policies and procedures. Proven ability to use independent judgement and reasoning in developing potential solutions.

**Decision Making** - Co-ordinates, analyses and critically evaluates information to reach a decision with little or no supervisory guidance required.

**Interfaces & Interdependencies** - Builds and sustains strong, collaborative relationships with senior colleagues and peers within the function and across the University. Will engage with senior Faculty and staff as required.

## Core Competencies

*Indicative Core Competencies & Proficiency Levels*

- Managing Stakeholders (Proficiency Level 1)
- Managing People (Proficiency Level 2)
- Managing Change (Proficiency Level 2)
- Project Management (Proficiency Level 3)
- Building Relationships (Proficiency Level 3)
- Organisational Awareness (Proficiency Level 4)
- Planning & Organisation (Proficiency Level 4)

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## Functional Competencies

*Indicative Functional Competencies & Proficiency Levels*

**3 Functional Competencies at Proficiency Level 2/3 and 4 at Proficiency Level 1 from the following list:**

- Compensation & Benefits
- People & Organisation Development
- HR Information Systems
- Staffing
- Performance Development
- Employee Relations
- Pensions
- Change Management
- Organisation Design
- Talent Management/ Succession Planning
- Job Grading/ Career & Promotions Pathways
- Employee Engagement
- Equality, Diversity and Inclusion



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Job Reference: HRM-5-A

# Human Resources Management – Career Level 6

## Role Purpose

- Leads and manages a team or programme delivering specific services or supports. Accountable for the performance and results of the team.

OR

- Individual contributor responsible for a complete specialist area or service delivery to a defined audience.

## Educational Qualifications & Experience

Typically, 7-10 years' professional experience working in a human resources management related role in either a large organisation or third level institution and a degree in HR or related discipline.

## Indicative Role Dimensions

**Problem Solving** - Solves complex problems guided by policies and procedures with minimal oversight from manager. Proven ability to use independent judgement and reasoning in developing solutions.

**Decision Making** - Makes decisions in the context of own area of responsibility, ensuring that decisions are consistent with legislation, precedent and established policies and procedures.

**Interfaces & Interdependencies** - Builds and sustains strong, collaborative relationships with peers within the function and across the University. Will engage directly with senior Faculty and staff as a normal part of the role.

## Core Competencies

*Indicative Core Competencies & Proficiency Levels*

- Working Strategically (Proficiency Level 2)
- Leading People (Proficiency Level 2)
- Managing Stakeholders (Proficiency Level 2)
- Managing Change (Proficiency Level 3)
- Project Management (Proficiency Level 4)
- Building Relationships (Proficiency Level 4)
- Planning & Organisation (Proficiency Level 4)

*Any role in UCD with People Management responsibility must include the Managing People Core Competency*

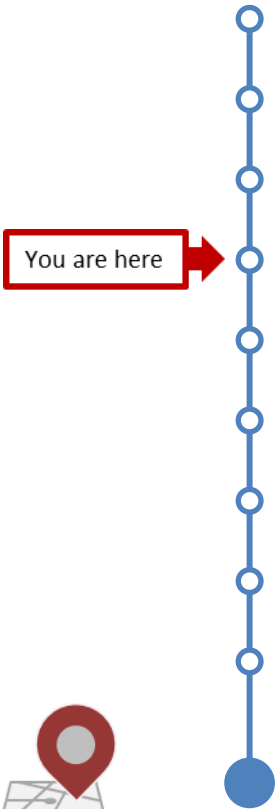


## Functional Competencies

*Indicative Functional Competencies & Proficiency Levels*

**3 Functional Competencies at Proficiency Level 3 or 4 and 5 at Proficiency Level 1 from the following list:**

- Compensation & Benefits
- People & Organisation Development
- HR Information Systems
- Staffing
- Performance Development
- Employee Relations
- Pensions
- Change Management
- Organisation Design
- Talent Management/ Succession Planning
- Job Grading/ Career & Promotions Pathways
- Employee Engagement
- Equality, Diversity and Inclusion



The **Human Resources Management** Job Family includes roles that provide strategic, consultative, advisory and administrative support and services to UCD to ensure it can attract, retain and engage employees to successfully deliver its strategic objectives and achieve its ambitions.

Job Reference: HRM-6-A

# Human Resources Management – Career Level 7

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## Role Purpose

Provides input to the development of strategy for the area. Provides leadership and direction for a smaller set of services or activities to ensure they are effectively delivered in line with the strategy. This role may also be occupied by an individual with very 'specialist' skills who is both a manager and specialist.

## Educational Qualifications & Experience

Typically, 10-15 years' professional experience, including 3 years' operating at a senior level in a large organisation or third level institution and a degree in HR or related discipline.

## Indicative Role Dimensions

**Problem Solving** - Solves complex problems, within their own focus area, finalising issues with cross-university impact through consultation with a more senior colleague. Provides expert knowledge and input to broader University initiatives.

**Decision Making** - Makes decisions in the context of own area of responsibility, ensuring alignment with overall strategy. Identifies the key issues involved to facilitate the decision-making process.

**Interfaces & Interdependencies** - Builds and sustains strong, collaborative relationships with peers within the function and across the University. Represents the function on UCD Steering Committees and Working Groups. May represent UCD on external committees and groups or specific events, as appropriate to function.

The **Human Resources Management** Job Family includes roles that provide strategic, consultative, advisory and administrative support and services to UCD to ensure it can attract, retain and engage employees to successfully deliver its strategic objectives and achieve its ambitions.

Job Reference: HRM-7-A

**JOB FAMILIES**

## Core Competencies

*Indicative Core Competencies & Proficiency Levels*

Working Strategically (Proficiency Level 3)  
Leading People (Proficiency Level 3)  
Managing Stakeholders (Proficiency Level 3)  
Managing People (Proficiency Level 4)  
Managing Change (Proficiency Level 3)

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## Functional Competencies

*Indicative Functional Competencies & Proficiency Levels*

**3 Functional Competencies at Proficiency Level 3/4 and 6 at Proficiency Level 2 from the following list:**

Compensation & Benefits  
People & Organisation Development  
HR Information Systems  
Staffing  
Performance Development  
Employee Relations  
Pensions  
Change Management  
Organisation Design  
Talent Management/ Succession Planning  
Job Grading/ Career & Promotions Pathways  
Employee Engagement  
Equality, Diversity and Inclusion



# Human Resources Management – Career Level 8

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## Role Purpose

Provides leadership and direction for a group of activities or services within a function, typically working with and through senior managers. Contributes to the development of strategy for the function and responsible for the effective implementation of major elements of that strategy.

## Educational Qualifications & Experience

Typically, 15 years' professional experience, including 5 years' operating at a senior level in either a large organisation or third level institution and a master's degree in HR or equivalent business discipline.

## Indicative Role Dimensions

**Problem Solving** - Solves complex problems, by engaging with cross-functional peers to develop potential solutions. Has a role in recommending and implementing functional policy changes that are precedent setting.

**Decision Making** - Makes high level strategic decisions in the context of own area of responsibility, ensuring alignment with overall strategy; Contributes to broader decision-making on strategic issues as part of a wider management unit.

**Interfaces & Interdependencies** - Builds and sustains strong, collaborative relationships with peers within the function and across the University. Represents the function on UCD Steering Committees and Working Groups. May represent UCD on external committees and groups or specific events, as appropriate to function.

The **Human Resources Management** Job Family includes roles that provide strategic, consultative, advisory and administrative support and services to UCD to ensure it can attract, retain and engage employees to successfully deliver its strategic objectives and achieve its ambitions.

Job Reference: HRM-8-A

**JOB FAMILIES**

## Core Competencies

*Indicative Core Competencies & Proficiency Levels*

Working Strategically (Proficiency Level 4)  
Leading People (Proficiency Level 3)  
Managing Stakeholders (Proficiency Level 3)  
Managing People (Proficiency Level 4)  
Managing Change (Proficiency Level 4)

*Any role in UCD with People Management responsibility must include the Managing People Core Competency*



## Functional Competencies

*Indicative Functional Competencies & Proficiency Levels*

**4 Functional Competencies at Proficiency Level 3/4 and 6 at Proficiency Level 2 from the following list:**

Compensation & Benefits  
People & Organisation Development  
HR Information Systems  
Staffing  
Performance Development  
Employee Relations  
Pensions  
Change Management  
Organisation Design  
Talent Management/ Succession Planning  
Job Grading/ Career & Promotions Pathways  
Employee Engagement  
Equality, Diversity and Inclusion





You are here



# Human Resources Management – Career Level 9

## Role Purpose

Develops University and functional strategy ensuring alignment with overall institutional strategy and objectives (with agreement from the University Management Team (UMT)). Accountable for long-term planning and the introduction of major initiatives within their area, and more broadly as a member of the UMT.

## Educational Qualifications & Experience

Typically, 15 years' professional experience, including 5 years' operating at the most senior levels in either a large organisation or third level institution and a master's degree in HR or equivalent business discipline.

## Indicative Role Dimensions

**Problem Solving** - Solves problems of significant complexity and identifies opportunity for improvement with university wide impact and considerations. Contributes outside own function. Operates in the realm of new issues, arising from which precedents or new policies may be established. Responsible for scanning the horizon for emerging trends or external factors which may cause challenges.

**Decision Making** - Makes high level strategic decisions in the context of broader university issues the solutions and recommendations are finalised through working with broader management team.

**Interfaces & Interdependencies** - Builds and sustains high level collaborative working relationships with peers internally. Contributes to high level initiatives by participation in Steering Committees and Working Groups within UCD. Represents UCD on external groups and contributes at a sectoral level through governmental and national bodies.

The **Human Resources Management** Job Family includes roles that provide strategic, consultative, advisory and administrative support and services to UCD to ensure it can attract, retain and engage employees to successfully deliver its strategic objectives and achieve its ambitions.

Job Reference: HRM-9-A

**JOB FAMILIES**

## Core Competencies

*Indicative Core Competencies & Proficiency Levels*

Working Strategically (Proficiency Level 4)  
Leading People (Proficiency Level 4)  
Managing Stakeholders (Proficiency Level 4)  
Managing People (Proficiency Level 4)  
Managing Change (Proficiency Level 4)

*Any role in UCD with People Management responsibility must include the Managing People Core Competency*



## Functional Competencies

*Indicative Functional Competencies & Proficiency Levels*

**4 Functional Competencies at Proficiency Level 4 and 6 at Proficiency Level 2 from the following list:**

Compensation & Benefits  
People & Organisation Development  
HR Information Systems  
Staffing  
Performance Development  
Employee Relations  
Pensions  
Change Management  
Organisation Design  
Talent Management/ Succession Planning  
Job Grading/ Career & Promotions Pathways  
Employee Engagement  
Equality, Diversity and Inclusion



# Functional Competencies in detail

Functional Competencies	Compensation & Benefits	Compensation and benefits concepts, principles and practices, including pay, leave and benefit administration and policy application.
Academic & Programme Operations and Management	People & Organisation Development	People and organisation developments, concepts, principles, and practices including planning, evaluating, delivering and administering training, organisational development, career and personal development initiatives.
Communication & Marketing	HR Information Systems	HR Information systems and tools and their application across different areas of HR.
Estate Operations	Staffing	Resourcing concepts, principles, and practices specifically related to identifying, attracting, and selecting individuals.
Financial Management	Performance Development	Performance and development concepts, principles, and practices.
Human Resources Management	Employee Relations	Laws, rules, regulations, case law, principles, and practices including dispute resolution and negotiating agreements.
Information Technology	Pensions	Pension concepts, principles, laws, regulations and practices in a public sector context.
Legal, Governance & Compliance	Change Management	Change management concepts, principles and practices in support of organisational change initiatives and projects.
Library	Organisation Design	Organisation design concepts, principles, and practices.
Research & Innovation Management and Administration	Talent Management/Succession Planning	Talent management and succession planning concepts, principles and practices.
	Job Grading/Career & Promotion Pathways	Concepts, principles, practices relating to the description, grading, positioning of roles within an organisation and supporting promotion and career development pathways.
	Employee Engagement	Employee engagement concepts, principles and practices including survey design and delivery, communications, event management and community building.
	Equality, Diversity and Inclusion	Equality concepts, principles and legislation in support of mainstreaming equality, diversity and inclusion across the organization.

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