

Job Families Framework for Professional and Administrative roles in UCD

A. The Job Families Framework

1. What is the Job Families Framework for Professional & Administrative roles in UCD?

A Job Family Framework is a mechanism for grouping roles that are related to each other as they are carrying out work in a similar field of activity, and which focusses on the nature of the work rather than the organisational or reporting structure.

The Job Families Framework created for our circa 1400 Professional and Administrative Staff in UCD is broken down into 2 elements. Firstly the 9 Job Families recommended by the Project Team and approved by the UMT, and secondly progressive Career Levels which are aligned to our current Administrative Grades. You can find a list of the Job Families with a brief descriptor and the name of the Job Family Champion in Appendix 1.

2. So, what are the overall benefits of the Job Families Framework?

By defining roles more clearly, by clarifying the competencies required to carry out these roles effectively and by showing how roles relate to each other, it is much easier for staff to plan for their development and identify the various career pathways open to them.

One of the direct outcomes from this initiative is a **Career and Development Planning Tool** covering the range of professional and administrative roles in UCD. This will be launched at the end of May 2018.

3. What's in it for me? *(through the Career and Development Planning Tool)*

- Ability to see for the first time in one place the range of roles available within each Job Family, and understand more about your development and career options.
- Clearer description of responsibilities and accountabilities within roles. You will know where your current role sits so that you can be clear where you are starting from when you want to consider your career options and discuss these with your manager as part of Performance for Growth conversations.



4. What's in it for UCD? (through the Job Families Framework)

- Standardisation of language used for skills and competencies bringing greater clarity and consistency to the Resourcing process for both applicants and Assessment Boards.
- Improved ability to tailor learning and professional development activities to match the requirements of roles.
- Staff feel more supported in line with UCD's mission 'to provide a supportive community in which every member of the University is enabled to achieve their full potential' and Strategic Objective 5 'to attract and retain an excellent and diverse cohort of students, faculty and staff'.

5. What's in it for Managers?

- The Job Families Framework will help managers to have better quality career and development conversations with their staff as part of the P4G process.
- It will enhance the Resourcing process as managers will find it easier when they want to design new roles using the Job Families Framework as a more consistent starting point.
- The competencies required will be described in a much clearer and consistent manner, helping to attract suitable candidates and helping Assessment Boards with their questions and decision-making.

6. What roles are in scope for this initiative?

The roles in scope for this project are those that are categorised as professional and administrative roles. There are approximately 1400 staff in this category fulfilling a wide range of different roles, with over 500 different job titles.

7. Could my grade or any of my terms and conditions of employment change because of this initiative?

No, this initiative will not have any impact on the current contract or terms and conditions including grade, of any staff member.

8. Who was involved in developing the Professional and Administrative Job Families Framework?

The Job Families Framework for Professional and Administrative Staff in UCD was developed by a Project Team led by HR including 9 Job Family Champions and using some advisory services from an external consultancy, Willis Towers Watson. The process included a review of practice in HEIs elsewhere and it was also guided by a Steering Committee. Relevant elements recommended by the Steering Committee and the Project Team were submitted to and approved by UMT.



9. What is a Job Family Champion?

Job Family Champions are individuals with extensive knowledge of roles in particular areas who have been heavily involved in the development of this framework. They have contributed to a number of workshops and carried out significant work outside of those workshops using guidelines and templates provided by the Project Team to ensure consistency. From time to time they have involved other staff who have additional familiarity with roles in the particular Job Family to ensure they have all the available information. The 9 Job Family Champions are listed in Appendix 1.

B. MAPPING

1. How does my current role fit into the Job Families Framework?

We firstly considered which Job Family the role belongs to, and secondly we applied the relevant Career Level, based on the current grade, or equivalent of the role.

2. How was the Job Family selected?

We conducted a 3-step process to identify which Job Family each Professional and Administrative role belongs to, based on the following:

- a. The HR Project Team completed initial mapping of each role to one of the 9 Job Families based on the High Level Job Family Descriptor (Appendix 1), the Job Title and, where necessary, a review of the current job description;
- b. The Job Family Champions reviewed the initial mapping of roles and either deemed the mapping as 'reasonable' or queried it with the Project Team and counterpart Job Family Champion;
- c. The Head of School/ Unit validated the mapping or raised and resolved any queries with the Project Team and relevant Job Family Champion.

3. How was the Career Level identified?

Each Job Family contains a number of Career Levels. Career Levels normally align with the current Administrative grading structure which has 9 grades within it, and have been assigned based on the current grade of the role.

For roles which are ungraded we were unable to assign a specific Career Level in the same manner. However, to ensure maximum benefit from Career and Development Planning Tool, we identified an indicative Career Level range for these roles, which is informed by the salary of the role.



4. My role feels like it could belong in more than one Job Family. How did you consider this?

In some instances finalising the Job Family for a role took more detailed consideration and was worked through the 3 stage process outlined earlier with the objective of identifying the 'best fit'. This approach involves careful consideration of the totality of the role, the types of experience and qualifications sought in the Job Description, and the context in which the role operates. It acknowledges that whilst there is a definitive Job Family assignment for roles, some of them may have a high affinity with another Job Family. This is completely normal in Job Family implementations.

5. Two staff members currently have the same job title but their roles have been mapped to different Career Levels. Why might this be the case?

In some cases, while job titles are the same, roles have different grades following the grading process which considers all the parameters of the role as outlined in the Job Description and related materials. Career Level designations are aligned to the grades of the roles, not the job titles.

6. The Career Level that I have been mapped to does not correspond to my professional experience and qualifications.

It is recognised that members of staff may possess skills, experience and qualifications beyond those required for their role, the Career Level that their role has been mapped to is based on the current job description and its grade or equivalent.

7. My current job description is so old that it no longer reflects the work that I currently carry out. Why was it used to determine the job family and Career Level?

A consistent approach was taken when mapping roles into job families based on the job titles and, in some instances, the current job description. Career Levels are aligned to the current administrative grade, or equivalent.

UCD is aware that roles of professional and administrative staff often grow over time, due to changes in working practices, new initiatives, re-assignment of workload from other positions, etc. This may result in certain staff performing significantly different roles from those to which they were hired.' UCD are seeking approval from the Department of Education and Skills to introduce a Job Regrading Scheme whereby professional and administrative roles that have significantly expanded over time could be fully recognised through the assignment of an appropriate new grade and associated benefits including salary increase for the incumbent. Further details were included in the email from Tristan Aitken on 17th May 2018.



C. THE CAREER & DEVELOPMENT PLANNING TOOL

1. What is the Career & Development Planning Tool?

This is a self-service tool to support you to plan your journey in UCD, both for development in your current role, and to give you the ability to see for the first time, in one place, the breadth and variety of career opportunities that exist in professional and administrative roles in UCD.

2. What is an anchor role profile?

An 'Anchor Role Profile' is provided for each Career Level in each Job Family. An Anchor Role Profile uses common language to describe the main/typical accountabilities, experience and qualifications for roles at that level in that Job Family along with the core and functional competencies required to fulfil those roles effectively.

3. What's a competency?

A competency is a skill or attribute that is required to carry out a role effectively. They are normally an important part of job descriptions.

- **Core Competencies**

A core competency is the combination of knowledge, skill and/or ability that is needed to perform a role effectively. Core competencies apply across all Job Families but their relevance will vary between roles at different levels.

- **Functional Competencies**

These are specific to each Job Family and vary across roles within the Job Family.

4. What is a Proficiency Level?

Proficiency Levels are assigned to both our Core Competencies and Functional Competencies to show **progression**. The Proficiency Levels are described below.

Level 1	Developing understanding and capability with this competency
Level 2	Strong knowledge, understanding and application across most areas of this competency
Level 3	Strong knowledge, understanding and application across all areas of this competency and beginning to guide and support others in its development.
Level 4	Expert knowledge and understanding across all areas of this competency and advanced in its broadest application. Proactive mentor capability to support others in developing their proficiency



5. How will the Career and Development Tool support my Career and Development?

The Anchor Role Profiles in this Career and Development Planning Tool will support you with

- ✓ **Your development:** Understand what job family and career level your role sits within and the typical competencies required to be effective for roles at your current career level, or to progress to the next level;
- ✓ **Your career:** Understand more about the range of roles available within your own job family, or within another job family, shown in a standard format which everyone can access;
- ✓ **Your future job applications:** Identify the common skills and competencies needed to move into another role.
- ✓ **Your learning:** Explore programme and development offerings from a competency perspective. Understand proficiency levels.

6. Will there be further developments to the Career and Development Planning Tool?

The Career and Development Planning Tool, along with the Job Families Framework, are the key outputs of the Job Families project. During Academic Year 18/19 you will see roles, vacancies and development programmes being described drawing on the language, competencies and proficiency levels as indicated in the framework

This is the first version of the Tool and following launch and the implementation phase we will conduct a comprehensive review. Through this review we will seek feedback on what is working well, and to check to see what further refinements will deliver greater value.

In 2019 we hope to begin another phase of the project, to implement more automated and interactive options.

You can keep up to date on any developments on the Job Families Intranet page [here](#).



7. Where can I get more information?

Please contact the Project Team in the first instance at JobFamilies@ucd.ie . We will respond promptly to your email, and meet with you to discuss your query if necessary, or you can visit the HR Intranet Page [here](#).

We will also have Job Families Information Booths around campus to help you understand how to use the Career and Development Planning Tool and to answer any queries you may have. The details are:

JOB FAMILY INFO BOOTHS		
Tuesday, 5 th June	12:30 – 14:30	Newman Building – Entrance Foyer
Thursday, 7 th June	13:00 – 14:30	Blackrock campus – Common Room
Wednesday, 13 th June	12:30 – 14:30	Tierney Building – Student Desk
Monday, 18 th June	12:30 – 14:30	Science Building – outside Moore Auditorium



Job Family Names, High Level Descriptions and Job Family Champion

Job Family	High Level Descriptor	Job Family Champion
Academic & Programme Operations and Management	This Job Family includes roles that provide professional strategic, advisory and administrative services and supports to academics, students and stakeholders through the development, management and implementation of efficient administrative processes or through the co-ordination of support activities.	Andy Myler
Communication & Marketing	This Job Family includes roles that fulfil the primary objectives of: marketing to recruit students, promoting of academic expertise and student achievement, building of community and protecting of the reputation of the University through effective, professional communication. Central to this family is the articulation of strong brand messaging and targeting of key stakeholder audiences.	Eilis O'Brien
Estate Operations	This Job Family includes roles that are responsible for the development, management, operation and care of the University Estate to support the delivery of the University strategy and campus development.	PJ Barron
Financial Management	This Job Family includes roles that support teaching, research and other activities of the University through prudent financial management by developing and implementing effective systems, controls and services to improve the financial wellbeing of the University.	Donal Doolan
Human Resource Management	This 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.	Claire O'Malley
Information Technology	This Job Family includes roles that are responsible for the Design, Development, Implementation, Management and Support of IT Solutions and Services of the University across the full spectrum of its IT activities.	Genevieve Dalton
Legal, Governance & Compliance	This Job Family includes roles that provide legal, governance and compliance services to the University in accordance with the University Strategy.	Julian Bostridge
Library	This Job Family includes roles that organise UCD's information in a way that inspires engagement and learning, facilitates its use in promoting research innovation and serves to contribute to the preservation of Irish cultural heritage.	Marie Burke
Research & Innovation Management and Administration	This Job Family includes roles that support the University's research and innovation commitments, maintain the University's competitiveness and increase the quantity, quality and impact of research by providing expertise, management and administration.	Peter Scott

