

# Workforce Planning & Job Sizing (Role Profiling) Framework

**9<sup>th</sup> February 2024**

## **JOB SIZING (ROLE PROFILING) OF PROFESSIONAL, SUPPORT AND ADMINISTRATIVE ROLES – FRAMEWORK**

### **1.0 INTRODUCTION**

The University is committed to ensuring that all jobs are correctly sized and this framework is aligned to the Employment Control Framework - Common Architecture of a Workforce Planning – Role Profiling Framework.

This Framework has been developed to ensure that the job sizing process is both equitable and transparent. The framework provides a systematic and consistent approach to defining the relative size of jobs within the University. It is important to recognise that it is the job that is sized, not the performance of the individual fulfilling it.

Job Sizing is a management initiated process of job analysis, assessment and comparison and it is concerned with the demands of the job, such as the skills, qualifications, knowledge and understanding, experience and the responsibility required to carry out the job. It is a process that seeks to objectively measure the different elements of a job by attaching a score to each element, resulting in a total score for each job.

A Job Sizing committee will ensure consistency in the application of job grades to professional, support and administrative roles across the University, giving due consideration to the roles, responsibilities and requirements of particular roles and the organisational context of the work area.

### **2.1 PRINCIPLES AND SCOPE**

This framework applies to the job sizing of all new jobs within the [Professional, Support and Administrative staff category](#). The re-sizing of [existing Administrator jobs](#) up to and including the grade of Senior Administrative Officer I but will not include any cohort of staff encompassed by other reviews.

Job Sizing will take place in the following circumstances:

- When a new role is being created (temporary or permanent) with a duration of more than one year;
- Where a vacancy arises in a role that hasn't been re-sized in the last four years;
- Where any changes are being made to an existing role that has become vacant;
- There is a re-structuring or re-organisation of tasks and duties within a team/department/school.

The University will ensure that the outcome of the job sizing process will have limited effect on the ratios of various grades. Cost relating to any change in grade will be borne by the division or faculty in which the administrator is assigned.

The responsibility for funding will rest with the most senior member of Academic Unit / Division and must be confirmed before an application is submitted for consideration.

A 10% restriction per grade will be applied in a financial year in line with the Universities three year rolling staffing plan / workforce planning process and in line with the Universities financial planning / budgeting process to ensure ratios between grades. This will ensure the maintenance of appropriate balance between grades and within existing resources. They will also ensure that the framework will not be cost increasing nor will it result in grade drift. Where the Job Sizing process relates to a job with a current incumbent, the Job Sizing outcome may result in an increase in the grade, a reduction in the grade or confirmation that the grade is at the appropriate size. This may have a range of implications for the incumbent such as, open competitions, confined competitions, personal to holder relationships, designation and re-assignments in

accordance with the University policies / procedures. If the incumbent has served 4 years in the post and confirmed as satisfactory then the incumbent will be upgraded in situ subject to performance and competence. Where a post is downgraded the post holder may be moved to another role more suited to their grade. The Post holder has no automatic entitlement to the upgrade/promotion.

Where the Job Sizing process relates to a new job, the job will be filled by open competition. A Job Sizing Committee will recommend the grade for the role based on the details submitted and fully compliant with the principles in section 2 above.

### **3.1 JOB SIZING MECHANISM**

The University has its own job-sizing scheme, based on an established Job Evaluation / Job Sizing method developed by Korn Ferry Hay Group (formerly known as the Hay Group). The Korn Ferry Hay Group system is a well tried and tested Job Evaluation /Job Sizing scheme. The scheme measures the 'size' of a job, usually in the form of a number of 'points'. It also allows us to compare different jobs, which in turn enables us to determine where jobs should be placed on the Universities pay scales. Only the job is sized, not the person doing the job.

The job description is central to the job sizing process. It is essential that the job description is an accurate reflection of the role being undertaken and the job description should therefore be regularly reviewed by the line manager in conjunction with the staff member and in line with the following documents;

- [GUIDANCE NOTES FOR WRITING A JOB DESCRIPTION TO ACCOMPANY A JOB SIZING/EVALUATION APPLICATION](#)
- [The Competency Frameworks – \(Librarian Grades Competency Framework, ITD Competency Framework, Administrative Competency Framework\)](#)

The University will adhere to point 5 of the Chairman's note in the LRA relating to Job Evaluation.

### **4.1 JOB SIZING COMMITTEE**

The Job Sizing Committee will comprise the following membership:

- Nominee of the President (Chair)
- HR Representative
- ER Representative
- Unite Representative
- Finance Representative (Advisor on Funding and ECF)

The Director, Human Resources may co-opt other member(s) where it is felt that the co-opted member's professional expertise may enhance the quality of the committee's deliberations. The Director, Human Resources may substitute or remove committee member(s) at any given time. The Director, Human Resources will ensure that gender balance is maintained within the committee.

The role of the Job Sizing Committee is to consider all requests for Job Sizing from Heads of Departments / Schools / Functions and to recommend a grade for the role based on the Job Sizing Application Form submitted and also the Job Sizing Evaluation Report based on the Korn Ferry Hay Group system of Job Evaluation.

The Chair of the Job Sizing Committee will ask all members of the committee to declare any potential conflict of interest they may have with regard to any applications coming before the committee. Where a sizing application is perceived to present a conflict of interest for a member of the committee, that committee member will excuse themselves from the deliberations and a substitution will be sought. In addition, committee members will not take part in the Job Sizing of their own role or in a role that they directly report to.

In situations where the Job Sizing Committee is unable to reach a majority agreement in relation to the sizing of a particular role, the Chair of the committee will ask the Director, Human Resources to attend the committee meeting. The Director, Human Resources will then have a casting vote in the deliberations and the decision will be final.

In the event that a Job Sizing application is made by a member of the HR team, the HR Representative on the Job Sizing Committee will be replaced by a nominee of the president.

Should a situation arise where the Job Sizing Committee is unable to reach a majority agreement in relation to the sizing of a HR role, a second nominee of the president will be asked to attend the committee meeting and will have the casting vote in the deliberations and the decision will be final.

## **5.0 JOB SIZING PROCESS**

Where there is a requirement to size a role and where such a requirement is supported by the most senior member of the Academic Unit / Division, the Head of Department / School / Function must submit a job sizing request via the online job sizing website [Here](#) The following documentation must be attached online:

- [Job sizing/job evaluation application form](#)
- A copy of the proposed job description (where new) in word format or a tracked changed job description, where it is an existing role already sized, completed in accordance with the University's Job Description – Guideline for Writing and the relevant University's Competency Framework (Administrative, Library & ITD).
- A hierarchical organisational chart showing the proposed new role / existing role and its relationship to other roles in the Faculty/Department/School, including the grades for each post contained within (please do not include the names of role holders). If there are changes to other grades this also needs to be detailed.
- Confirmation from the Dean/Head of Division that funding is available to cover any costs in the event the job is re-evaluated at a higher grade and fully compliant with the principles in section 2 above.



Once submitted the form will go to the relevant Head of Department / School / Function and go to the most senior member of Academic Unit / Division for approval. Once approved by the most senior member of Academic Unit / Division, the Job Sizing Application Form and associated documents should then go to the Job Sizing Committee.

Incomplete Job Sizing Application Forms will not be accepted and will be rejected via the online system. The committee will not accept any additional documents / amendments to the Job Sizing Application Form, unless expressly requested by the committee as part of some clarification sought.

The Job Sizing Committee will meet bi-weekly for the purpose of sizing new and vacant jobs.

A qualified job sizing assessor will independently assess the Job Sizing Application Form using the Korn Ferry Hay Group system of Job Evaluation / Sizing. (Any individual assessing the are trained in the Korn Ferry Hay Group system of Job Evaluation / Sizing methodology). On completion, the assessor will write an evaluation report, which they will forward to the Job Sizing Committee for consideration.

## **6.0 JOB SIZING OUTCOME**

The Chair of the Job Sizing Committee will issue a confidential report detailing the agreed scoring and grade for each role sized. The Chair will communicate the outcome to the Head of Department / School / Division who will then notify the line manager of the outcome.

The outcome of the sizing for vacant roles will be communicated to the line manager by the Head of Department / School / Division who may then submit the post for recruitment approval.

Where the Job Sizing outcome relates to a vacant role, the line manager may then submit the role for recruitment approval.

The relevant meeting date, at which the committee reached a decision on the sizing of the role, will be the date the sizing of the role comes into effect.

The decision of the Committee is final. There is no appeal mechanism to the outcome of the Job Sizing Committee's decision.

## **7.0 RESPONSIBILITY**

The Director of Human Resources will have overall responsibility for the application, monitoring and review of this framework. The Director, Human Resources, will also control the ratios between the grades. This will be managed in line with the principles outlined in section 2 above bearing in mind the restrictions imposed by the ECF.

Line Managers have responsibility for ensuring that job information used in the grading process is accurate, which includes the requirement to consult with job incumbents.

Head of Department / School / Division have responsibility for completing the Job Sizing Application Form. They also are responsible for ensuring the cost of any upgrade in role has funding.

Qualified Job Sizing Assessor will independently assess the Job Sizing Application using the Korn Ferry Hay Group system of Job Evaluation to size the role and send their written evaluation report to the Job Sizing Committee for consideration. This written evaluation report will form the basis of feedback in relation to the Job Re-Sizing application process.

Job Sizing Committee Members consider all requests for sizing or re-sizing from the Department/Division/Faculties and agree a grade for the role based on the application details submitted and the Job Evaluation report.

Recruitment will advertise all new or vacant roles once sized and approved by the Recruitment committee if applicable.

## **8.0 REVIEW / PILOT OF THE FRAMEWORK**

The Director, Human Resources will initiate a review of this framework after 24 months of operation or earlier if necessary to inform the ongoing methodology and provide management oversight of the viability of the process. Any changes proposed to the Framework will be agreed with the DES in line with the PSSA.

## **9.0 GOVERNANCE OF THE FRAMEWORK**

The job sizing process and committee will be governed by defined [Terms of reference](#)