



Code	QA148
Title	Job Sizing Policy
Date	16/05/2022; Latest review date: May 2023
Approved By	University Management Team

1. Policy Statement

The University is committed to ensuring that all professional services roles are correctly sized, and this policy is aligned to the Employment Control Framework. This policy has been developed to ensure that the job sizing process is both equitable and transparent. The policy 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 role 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 administrative roles across the University, considering the roles, responsibilities, and requirements of those roles and the organisational context of the work area.

2. Policy Purpose

Job sizing is a management-initiated process, designed to align role design and work organisation with the operational needs of the University and ensure appropriate pay grades which recognise the responsibility and complexities of the role. 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 administrative roles across the University, considering the roles, responsibilities and requirements of roles and the organisational context of the work area.

3. Policy Scope & Principles

Job sizing policy will apply to all new posts within the professional administrative staff category. The examination of existing administrative posts from Grade 2 up to, and including, the Grade 5 administrative assistant grades will be covered by this policy.

Job Sizing will arise in the following circumstances:

- When a new post of any grade is being created (temporary or permanent) with a duration of more than one year.
- Where any changes are being made to an existing role of any grade that has become vacant (updating/refreshing/future proofing)
- Where a temporary role of less than one year, that has never been graded/sized, is extended beyond the one year.
- Where a role that has not been graded in at least the past 4 years is considered by the manager to have materially changed in a way that could affect the grade.

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 will be the responsibility of the University. The UMT (University Management Team) member is required to discuss any costs increases with the Bursar.

A 10% restriction per grade will be applied in each financial year on the University overall. However, this should also be considered as part of any Unit/School/College strategy, and University budgeting process, and ensure ratios between grades is maintained. This will ensure the maintenance of appropriate balance between grades and within existing resources. This will also ensure that the policy will not 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, or confirmation that the grade is at the appropriate size. This may have a range of implications for the incumbent such as the initiation of an open competition, confined competition, designation, and re-assignment in accordance with the University policies / procedures. If the outcome of the job sizing process recommends an increase in grade and incumbent has served 4 years or more in the post, he/she/they will be upgraded by designation.

The date of the upgrade will be effective from the date the post was reviewed and considered by the Job Sizing Committee. Where the Job Sizing process relates to a new role, it will be filled by open competition. The Job Sizing Committee will recommend the grade for the role based on the details submitted and compliance with the principles of the policy.

4. Procedure

The Job Sizing Committee will comprise the following members:

- Nominee of the President (Chair) – initially this would be an external professional until the Job Sizing Committee is confident with the process
- HR Representative
- Professional Services' Director Representative
- SIPTU Representative
- Finance Representative

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. Membership of the committee will rotate every 2 to 3 years.

The role of the Job Sizing Committee is to consider all requests for Job Sizing from Head of Unit/School/College and to recommend a grade for the role based on the application form submitted and on the Evaluation system used.

The Chair of the Job Sizing Committee will ask all members of the committee to declare any potential conflict of interest they may have regarding 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 directly reports to them or a role that sits within their Unit/School/College. Where the members of the Job Sizing Committee are unable to reach agreement in relation to a particular role (either existing or new) the Director of HR will determine what action to take in conjunction with the local manager.

The Job Sizing Committee ensures consistency in the application of grades to professional administrative roles across the University, considering the responsibilities and requirements of roles and the organisational context of the work area.

5. Job Sizing Process

Where there is a requirement to size a role and where such a requirement is supported by the UMT Member, the Head of Unit/School/College must complete the Job Sizing Application Form enclosing the following documentation:

For Existing Roles

- A copy of the tracked changed job description.
- A hierarchical organisational chart showing the existing role and its relationship to other roles in the Unit/School/College, including the grades for each post contained within (please do not include the names of role holders). If there are changes to the grades this also needs to be detailed.
- Confirmation from the UMT Member in consultation with the Bursar that funding is available to cover any costs in the event the role is resized at a higher grade.

The Head of Unit/School/College must then forward the completed Job Sizing Application Form and associated documents to their UMT Member for approval. Once approved, the Job Sizing Application Form and associated documents need to be submitted online via the following [link](#)

Incomplete Job Sizing Application Forms will not be accepted and will be returned.

The committee will not accept any additional documents/amendments to the Job Sizing Application Form, unless expressly requested by the committee as part of clarification that is sought.

The Job Sizing committee will meet biannually for existing roles.

For New /Vacant Roles

- A copy of the job description in Word format
- A hierarchical organisational chart showing the proposed new role and its relationship to other roles in the Unit/School/College, including the grades for each post contained within (please do not include the names of role holders). If there are changes to these grades this also needs to be detailed.

The Job Sizing Committee will meet monthly for the purpose of sizing new and vacant posts.

Scoring Methodology

The University will use an appropriate job sizing methodology, the KF Hay Job Evaluation Method.

The three criteria for the Hay scheme are:

1. Know How, broken down into depth and range, planning and organising, communicating, and influencing
2. Problem Solving, broken down into thinking environment, thinking challenge
3. Accountability, broken down into freedom to act, area and type of impact.

In addition, there are work elements available for physical effort and/or strain and environmental conditions.

The three main elements are broken down into sub-elements:

Know How

- Depth and range of know how
- Planning and organising
- Communicating and influencing

Problem Solving

- Thinking environment
- Thinking challenge

Accountability

- Freedom to act
- Nature of impact
- Magnitude (Area of Impact)

The Chair of the Job Sizing Committee will provide a confidential report detailing the agreed scoring and grade for each role sized. This will be issued by HR to the Head of Unit/School/College who submitted the original application and notify the line manager. The UMT Member will be advised of the outcome.

Where the Job Sizing outcome relates to a role with a current incumbent, the current incumbent will be informed of the outcome by their line manager.

The outcome of the sizing for new/vacant roles will be communicated to the hiring manager who submitted the post.

The decision of the Committee is final. There is no appeal mechanism to the outcome of the Job Sizing Committee’s decision. If a job sizing application for a post is unsuccessful, feedback will be given to the manager and a resubmission of the application will be accepted for the next Job Sizing Committee meeting.

6. Review of the Policy

The Director, Human Resources will initiate a review of the policy after 24 months of operation or earlier, if necessary, to inform the methodology and provide management oversight.

7. Responsibilities

Name	Responsibility
Director of Human Resources	Policy Owner. Responsible for the application, monitoring and reviewing.
Line Manager	Ensuring that job information used in the Job Sizing application process is accurate, including the requirement to consult with the incumbent in the role.
Heads of Units/Schools/Colleges (AO and above or equivalent)	Responsible for completing the job sizing application form and confirm cost of any upgrade to UMT member.
UMT Member	Ensuring policy is communicated to all managers within remit. Approving of any application forms.
Job Sizing Project Manager	Ensure that all applications forms received by HR are acknowledged. Provide relevant paperwork to the Job Sizing Committee. Ensure that all correspondence from the Chair regarding a job sizing outcome is communicated to the Head of Unit/School/College and copied to Line Manager and UMT member.
Job Sizing Committee Chair	Ensuring that a confidential report on each post that is considered by the committee is provided to HR and the UMT Member.
Job Sizing Committee Members	Consider all requests and agree a grade for the role based on the information supplied.