

**JOB FAMILIES PROFESSIONAL OPERATING PRINCIPLES**

**1. OVERVIEW AND PURPOSE**

- 1.1. These Operating Principles set out how Professional Services Job Families should be used at the University.
- 1.2. It also sets out the arrangements to transition staff to these profiles.
- 1.3. The purpose of Job Families is to:
  - Provide a clear set of up to date generic role profiles that managers should use when filling roles, speeding up the recruitment process.
  - Allow for transparency and consistency of skills required at each grade, to enable the organisation to identify easily where there might be suitable internal candidates for vacant roles.
  - Provide transparency of role grade and of the types of activity that is performed.
  - Set out clear career pathways for professional service staff, and set out what competencies staff need to be able to demonstrate in order to progress their career. This will allow individuals to move ‘upwards’, ‘downwards’ and/or ‘sideways’ to gain wider experience across the institution, giving them better chances of career progression.
  - Provide transparency of grading and role title, and in doing so support the objectives of Equal Pay.
  - Remove the need for regrading activity in the future.
  - Support the University's objective of providing graduate career pathways.

**2. DEFINITIONS**

- 2.1. **Job Family** – A 'job family' is a group of job roles involving similar types of work, requiring comparable training, skills, knowledge and expertise. In some circumstance, it is possible that, with development activity, role holders could undertake other roles in their job family in another area of the University. A job family can also indicate a pathway where an individual might be promoted to a more senior position
- 2.2. **Generic Role Profile** – this is an outline profile for a role that provides an outline of a role, the broad accountabilities and a person specification. They are not a detailed task list or standard operating procedure for a job. Specific accountabilities may be added to describe the role without changing the fundamental nature of the role, to account for local needs.

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### 3. SCOPE

- 3.1. These Job Families are to be used for roles in Professional Services only.
- 3.2. Whilst it is anticipated that 90% of roles can be matched to a generic profile, there may be some specialist or technical roles that require a role specific job description. In such cases the normal job evaluation route should be followed. Where a job cannot be matched to a generic role profile (for example, where a number of the key duties have been removed or a significant number of local duties have been added that indicate a match is not possible) a full job evaluation (using the HERA job evaluation methodology) of the role will be necessary.
- 3.3. Within the University, roles should use the job title nomenclature set out in the role profile, with the inclusion of a descriptor where required (e.g. **Senior** Examinations and Assessment **Officer**).
- 3.4. It is recognised that there may be rare occasions where, for the purposes of external relationships or for external recruitment, roles may require a colloquial job title. **Authorisation is required by HRD and COO**, or nominated delegate to use colloquial job title externally for this specific purpose, internally the integrity of the job family nomenclature must be maintained.
- 3.5. Role profiles set out the University's needs with regards to acceptable performance in a particular role. The Job Families approach should not be used as a mechanism to reward individual performance or enable individual promotion unless it is determined that the job description no longer reflects the role performed, where this is the case please see the section below on re-evaluation panels. Where exceptional performance has been evident, but the general character of the role has not changed the DPR process should be used to recognise this performance.
- 3.6. If there is a family of role profiles that are missing, please contact your HR Business Partner and we can discuss options.

### 4. RECRUITMENT

- 4.1. When recruiting for Professional Services roles, managers will be expected to use a generic job family role profile, inserting any necessary role specific requirements. Duties should be general characteristics of the role, please refrain from including a list of tasks. It is anticipated that this will be a light touch activity and will not require the provision of a detailed list of work related tasks. A key focus of the profile should be the outputs of the role holder.
- 4.2. Managers may need to consider more than one role profile to ensure the best fit. When selecting a specific role profile, managers will be responsible for ensuring that they have to the best of their knowledge and ability selected the correct profile, and if required to do so, will need to provide evidence of their decision rationale for scrutiny. Should a manager require assistance in selecting the correct profile, they should contact their Assistant HR Business Partner or HR Business Partner.
- 4.3. Where roles have not yet transitioned and where the vacancy is one of a number of roles with the same job title, the manager will need to determine whether to transition all staff to the new role profile at the same time or whether only the new role should align to the new role profile. When making this decision, the manager will need to consider the implications of each approach, including the perceptions of colleagues and the parity of esteem across a group of similar roles and discuss the matter with those affected, allowing time for those affected to discuss the proposals with Union representatives, before taking any action. Any changes to job titles of existing staff will need to be undertaken in line with Section 7, below.

- 4.4. There is no change to the recruitment and RTF processes as part of the Job Families project.
- 4.5. Where externally a role has a commonly understood job title and to not use this title in the recruitment procedure will result in the University failing to attract candidates of the right calibre and skill, permission may be sought from HRD and COO or nominated delegate to use colloquial job title in the recruitment advertising, however, internally within the University job titles must reflect role profiles.

## **5. ROLE CHANGES**

- 5.1. Where a role has previously been matched to a Job Family role profile, in order for the role to be matched to a different profile, the duties and accountabilities must have changed so as the general character of the role no longer reflects the current grade. Any change to the duties and accountabilities of the role must be driven by business need and will require Head of Division, and HRBP/Reward review and approval. Any new role will migrate to the relevant job profile and job family. Please see section on re-evaluation panels below for more details.
- 5.2. Where the uplift in role responsibilities is only for a short period of time, the normal procedures relating to temporary acting up and secondments would apply. Unless there is an urgent business need to do so, the transition to the new generic role profiles should take place as new roles are created, existing roles replaced or when a department or team undergoes a reorganisation. This will include introducing the new harmonised job title nomenclature.
- 5.3. Employees who believe that they are not aligned to the correct job profile need to discuss the matter with their line manager.

## **6 JOB PROFILES**

- 6.1. A library of job profiles are available on the HR Website - [Generic Job Descriptions](#)
- 6.2. A generic role profile will never capture the local flavour to a particular job, and provided the core nature of the role is unchanged, the role profile can include relevant job specific information. This might include:
- re details about the role, i.e. which School or Division the role works in, the work location of the role, the job title of the role holder's line manager, the job title(s) of the key contacts that the role holder will have in their day to day activity;
  - specific accountabilities, duties or responsibilities that are not referenced in the generic profile but have a substantial impact on the nature of the role and need to be documented;
  - specific knowledge, skills or experience required of the role holder;
  - the numbers of staff that the role holder line manages;
  - the value of any budget responsibility;
  - what equipment of premises that the role holder is responsible for;
  - a description of any KPIs or targets the role holder is responsible for;
- 6.3. The need to make amendments that are additional to this would suggest that the job has been matched to the incorrect profile or a role specific job description is needed.
- 6.4. There are a few posts, that, due to the specific nature of duties and accountabilities, do not match to a generic role profile and therefore require a unique job description. This might include roles such as

Psychotherapist, Legal Counsel.

- 6.5 Where a manager believes a role cannot be matched to a generic profile, it will need to be endorsed by the relevant Director of Professional Services, and authorised by Director of HR and Chief Operating Officer.

## **7 TRANSITION TO NEW GENERIC ROLE PROFILES**

- 7.1 Unless there is an urgent business need to do so, the transition to the new generic role profiles should take place as new roles are created, existing roles replaced, individuals request a change to their terms and conditions or when a department or team undergoes a reorganisation. This will include introducing the new harmonised job title nomenclature.

## **8 GUIDANCE FOR SENIOR MANAGERS ON CONSIDERATIONS FOR RE-EVALUATION REQUESTS**

- 8.1 Following the implementation of the Job Families framework, the University recognises that roles and services evolve over time to respond to the changing needs (whether they be regulatory, legislative or strategic) of the University. As such from time to time, it may be necessary to consider whether the duties associated with roles that have evolved are fairly compensated, i.e. is the grade associated with the role commensurate with the duties.
- 8.2 In view of this acknowledgement, the university has set up a process by which roles may be re-evaluated in order to determine whether the new duties change the grade of a role. It should be noted that changes to duties do not necessarily translate to a higher grade, it may be that the duties have changed but overall the role remains aligned to its current grade.
- 8.3 The following information is intended to guide senior managers and directors through the process by which a role may seek re-evaluation.
- 8.4 **Step 1 – Business Case** - In order for a role to be put forward for re-evaluation a business case must be submitted for consideration to the Chief Operating Officer. To that end a form has been created in order to ensure consistency in the considerations the COO is being asked to weigh, this form is attached at the end of this document.
- 8.5 Managers must ensure that their Finance Business Partner has been consulted prior to submission to ensure that the funds are available to support the role, should it be re-graded to a higher grade.
- 8.6 Job descriptions should be submitted with tracked changes, alongside the Business Case and proposed structure.,
- 8.7 **Business Case Review Panel** - Upon receipt of the business case the COO along with the Business Case Review panel will make a decision, which will solely consider whether they agree that the service has evolved/transformed to reflect a genuine change to the required operating model due to strategic, regulatory or legislative reason.
- 8.8 **Constitution of the Business Case Review Panel** - The re-evaluation panel will be made up of the COO, HRD, and at least two other PSLT members. This will ensure there is a robust evaluation of the business need.
- 8.9 **Business Case Approval – next step** - Where the COO or panel does not approve the business case, this will mark the end of the process.

- 8.10 Where the COO agrees that the business case is robust, then at this stage the job descriptions submitted alongside it will be submitted to the Jobre-evaluation panel.
- 8.11 For the avoidance of doubt, authorisation from the COO of the business case does not foretell of a change in grade, the job evaluation panel will determine the grade of the role based on the information in the documentation submitted, but it does not mean that a role will change grade.
- 8.12 **Job Re-evaluation Panel** - Before the panel meets, a representative may contact the manager of the roles to seek clarity on any points that they consider need to be clarified, and will feed this into the panel to aid in decision making.
- 8.13 **Constitution of the Re-Evaluation Panel** - The re-evaluation panel will be made up of at least 3, trained Higher Education Role Analysis (HERA) job evaluators. HERA is a robust job evaluation methodology, however part of its robustness is that the evaluations are only carried out by trained evaluators.
- 8.14 The panel will be chaired by a senior member of the HR team, however, they will not have a 'casting vote', their role will be to maintain the integrity of the scheme, and to ensure the panels are well run.
- 8.15 The panel will be provided with structure information for the team/division in order to aid decision making.
- 8.16 The panel will meet and consider the revised job description. There are 3 possible outcomes:
- Job is downgraded – this is considered unlikely and included here for completeness, but it is a possibility that upon review the job evaluation panel may evaluate the role as being lower graded than currently.
  - Job is unchanged – i.e. the job evaluation panel may consider that the role has changed, and provide an update score, but this score may not be enough to change the grade.
  - Job is upgraded – the panel determine the new job evaluation score, and this aligned to a higher grade.
- 8.17 The job re-evaluation panel will communicate the outcome of their deliberations to the HR Business Partner for the area concerned, whose role it will be to let the division/school know the outcome.
- 8.18 Where the result of the re-evaluation is an increase in grade, this will be implemented with effect from the 1<sup>st</sup> of the month in which the re-evaluation panel took place, (in line with payroll deadline) and will be the same for all employees regardless of start date or any other consideration. Backdating of grade increases will not be permitted under any circumstances.
- 8.19 Employees will be placed on the lowest spinal point of the grade, except where they are in the discretionary zone of the previous grade, in which case they will be mapped across to the new grade on the overlapping point, e.g. an employee is on grade 5 spine point 8, but the re-evaluation has re-graded the role to a grade 6 post, then the employee will start at grade 6 spine point 3.
- 8.20 HR will issue contractual amendments, and will copy these to the line manager.
- 8.21 Where the result of the re-evaluation panel is no change in grade, there will be no further action, other than (as stated above) the result communicated to the area concerned (line manager). There

is no appeal process, and no appeals will be heard regardless of the individual situations, i.e. the job evaluation panel's decision is final.

- 8.22 In the unlikely event that a role is downgraded, the University's [Pay Adjustment](#) policy will be deployed and those employees who are affected will be written to, to explain the situation. As above the panel's decision is final and no appeal will be heard.
- 8.23 Should the outcome be a higher graded role, the normal RTF process must be followed however, it will not be subject to any open competitive recruitment processes or be offered to those seeking redeployment.

## **9 CONTACT**

- 9.1 Initially, questions relating to role profiles should be addressed to line managers.
- 9.2 Should a manager be unable to answer a question, the manager should contact [jobfamilies@sussex.ac.uk](mailto:jobfamilies@sussex.ac.uk) or your relevant Assistant HR Business Partner.

Please use tab key to navigate through the form.

<b>School/Unit:</b>	<b>Division / Department:</b>
<b>Job title for which a re-grade is being requested:</b>	<b>Current Grade:</b>
<b>Number of role holders:</b>	<b>Contractual status of role Holders (e.g. Fixed term, permanent):</b>
<b>Date of last evaluation:</b>	
<b>Line Managers Name:</b>	<b>Line Managers Job Title:</b>
<b>Directors Name:</b>	<b>Directors Job Title:</b>
<b>Please attach a current and proposed structure chart of the team/division.</b>	
<b>Please detail in this box, other roles that are likely to lead to re-grade requests if this request is granted (e.g. if this is part of a strategic re-structure encompassing many roles, please give details here):</b>	
<b>Please use this box to explain why the division has been required to change its model of service delivery? (e.g. the request for a regraded role, is likely to be because there is a requirement to change how services are delivered, leading to a change of duties for the role holder).</b>	
<b>Please use this box, to detail the cost savings if the re-graded roles, will mean other roles are no longer needed, and explain the rationale for this decision:</b>	
<b>Please use this box to explain, how the change to service delivery aligns to strategic university or divisional plans:</b>	

<b>Please use this box to explain the impact on service delivery if the role is not re-graded:</b>	
<b>Please use this box to explain how the service may be delivered if the role is not re-graded:</b>	
<b>Please use this box to show the current remuneration costs (including on-costs) of the role:</b>	
<b>Please use this box to show the proposed remuneration costs (including on-costs) of the newly graded role:</b>	
<b>Please use this box to explain how the additional costs of the re-grade (if any) can be accommodated within current budgets, or if not how the additional costs will be covered?</b>	
<b>Requesting Managers Name and Signature</b>	Date:
<b>Director/Head of School Name and Signature</b>	Date:
<b>Finance Business Partner Name and Signature (please note requests will only be considered if Finance Business Partners have approved the cost calculations and have confirmed that budgets are available to cover the increase in costs):</b>	Date:

Finance Business Partner Confirmation budget is available: Yes  No

**FOR HR USE ONLY**

Panel Date:

Panel Members:

Approved by Panel: Yes  No

Sent to Business Services Team:

Date: