Administrative and Library Staff Review Committee

Policy on promotions on the Administrative/Library Grades (including Senior Administrative Grades).

When making recommendations for promotion to an Administrative or Library grade (e.g. from a Senior Executive Officer grade) or within the Administrative and Library grades such recommendations should be based on the criteria set out below bearing in mind that the holder of an administrative post is likely to be undertaking work of a professional and/or managerial nature. There are a number of professions engaged within the University allied to the Administrative and Library payscales, namely, accountants, librarians, information technology, human resource and buildings specialists.

Staff on Administrative and Library grades will normally have the required know-how and be carrying out duties that fall into two or more of the categories listed below:

(i) Progression from Administrative Grade 3 to Administrative Grade 2 should be regarded as normal career progression but is subject to confirmation by an appropriate satisfactory recommendation by the Head of School or Head of Administrative Area or Librarian. Promotion from the Assistant Librarian 2 to Assistant Librarian 1 grade is considered normal career progression for professional Library staff.

(ii) Accelerated promotion through Administrative Grades 3 and 2 and Assistant Librarian scales may be considered based on assessment by the Administrative and Library Staff Review Committee of submissions received from Heads of Schools, Heads of Administrative Areas or Librarian that performance is beyond that which would be expected of a staff member who had progressed through normal incremental progression.
(i) (a) Have detailed knowledge and understanding of relevant University procedures and systems.

(b) Be capable of interpreting regulations both internal and external.

(c) Reviewing, developing and administering new University regulations, and

(d) Communicating and ensuring that procedures and regulations are complied with by University staff.

(ii) (a) Assisting other professional/administrative staff in the preparation and interpretation of data required for the development of policies and strategies.

(b) Implementing and developing changes in work processes as required for use by others.

(c) Evaluating and revising proposals and submissions prepared by either peers or subordinates.

(iii) Promotion from Administrative 3/2 to Administrative 1 below the merit bar is not part of normal career progression. Similarly promotion from Assistant Librarian to Sub-Librarian is not part of normal Library staff progression. To be considered for promotion to Administrative Grade 1/Sub-Librarian the submission must demonstrate that the tasks undertaken will reflect a significant increase in the professional and/or managerial nature of the work involved, demonstrated through an ability to discharge the responsibilities of the post with minimal direction; an increased range and depth of responsibility; and the attainment of educational qualifications at degree level and/or other appropriate professional qualifications.

(iv) As with promotion to Administrative Grade 1 below the merit bar progression above the merit bar on Administrative Grade 1 is not part of the normal career progression and is dependent on either:

(a) significant changes in job content compared to that undertaken while on the Administrative Grade 1 scale below the bar, or in the case of Librarians, the Sub-Librarian scale; and/or
(b) a change in the overall external market rate for posts of similar size and complexity (evidence will need to be shown should such criteria be used); or

(c) exceptional performance on the part of the job holder.

In the absence of any of the factors set out in (a) or (b) above promotion on the basis of performance alone (c) is unlikely to succeed.

The Committee reserves the right to interview any candidate and may appoint a sub-committee for this purpose. Applicants demonstrating a substantive case for promotion to the Administrative 1 grade or to cross the Merit Bar are expected to be interviewed.

Human Resources will write to the Librarian, Heads of Schools and Heads of Administrative Areas in Trinity Term, inviting promotion proposals for staff currently on the Senior Executive Officer, Administrative Officer, Assistant Librarian and Sub-Librarian scales. The manager will then complete the application form ensuring that the proposed staff member has also read and counter-signed the form. The Committee may adopt appropriate processes and/or methodologies to assist the Committee in assessing applications for specific grades of staff.

Applications are forwarded to the Secretary to the Committee.

The Committee sits annually, normally in September, and recommendations are sent to Board for approval and are noted to the HR Committee. A decision of the Committee is final.

(NOTE: As you will be aware, a number of post holders when promoted to Administrative Grade 1 below bar were promoted on the basis that this was the maximum salary which the post could attain. You will need to take this into account when reviewing staff who are at the merit bar).
Policy for promotion to, and within, Senior Administrative Grades

1. **Scope**

   This policy sets out the University’s procedures for promotion to, and within, the senior administrative grades. These grades are normally reserved for senior management within functions and areas, or for those working in professionally defined roles.

2. **Definition**

   Senior Management and highly specialist positions are typically differentiated by the following characteristics. There must be strong evidence of these demonstrated in a promotion application.

   **Note:** items (a) - (f) are normally associated with functional management and specialist positions; (g), (h), (i) are associated with functional management only; whilst (j) refers specifically to specialist roles.

   (a) **Knowledge, Training and Experience:** extensive knowledge and expertise in a specific field such that the job is narrow and focused, or across a number of areas to reflect breadth and diversity of job holder’s remit.

   (b) **Analytical and Judgmental Skills:** judgments involving highly complex facts or situations which require analysis, interpretation and the comparison of a range of options

   (c) **Communication and Relationship Skills:** providing and receiving complex, sensitive or contentious information where there are significant barriers to understanding and acceptance which need to be overcome using a diverse range of communication and interpersonal skills dictated by situational needs.

   (d) **Planning and Organising:** formulating long-term, strategic plans which involve uncertainty and which are likely to impact across the University.

   (e) **Policy and Service Development Implementation:** University responsibility for major policy implementation AND policy or service development which impacts across or beyond the University.
(f) Freedom to Act: is guided by University Statutes, Board policy, Legislation and sectoral policy but in most situations will need to establish the way in which these should be interpreted. May be required to interpret overall policy and strategy in order to establish goals and standards for the University.

(g) Responsibility for Human Resources: responsible as line manager for a single function or multiple departments; responsible for the management and development of professionals; responsibility for the development and career tracks of individuals; manage complex relationships and resolve conflicts at the local level; engage with staff representatives including local negotiations on work practices and changes; together with the HR expert represent the University function in external third party resolution forums.

(h) Responsibility for Information Resources: adapting internal functional systems to meet the requirements of internal customers; responsible for the management of information and systems and for overseeing the design and development of significant systems that meet University requirements.

(i) Responsibility for Financial and Physical Resources: significant financial responsibility including spending decisions; responsibility for physical assets; significant vendor and supplier management in terms of cost minimization, value and service levels.

(j) In the case of specialist professional roles, job holders will be applying their specific expertise and impacting the entire University. They are usually in a standalone role and their skills are scarce and highly sought after within the external labour market. They will typically be the sole expert in their field within the University; in their absence, these knowledge & skills would have to be bought in from a third party supplier.

3. Considerations

The consideration of an application for promotion to this level must be informed by reference to the following:

a. the nature of the role within the management structure of a function
b. the level of accountability and independence performed in the work

c. the overall staffing numbers in the grade within the University

d. comparison with the nature and scope of existing positions within the grading structure

e. external benchmarking.

The Administrative and Library Staff Review Committee has the overall responsibility to assess the financial implications for the University of the totality of its deliberations, and to recommend accordingly.

4. Eligibility

A Senior Administrative promotion application may only be made where the individual has progressed beyond the Merit Bar on Administrative 1. Overall the committee will be expecting applicants to be able to demonstrate the following in their submission:

a. Significant qualitative changes in job content compared to that undertaken while on the Administrative Grade 1

b. Substantial evidence of the impact and influence of the post across and/or outside the University

c. In the case of Specialists, the application of unique knowledge and skills that support the University’s mission.

d. Exceptional performance on the part of the job holder

e. A change in the overall external market rate for posts of similar size and complexity.

5. Procedures

a. Recommendations for promotion to or progression within the Senior Administrative Grading structure should be based on the definitions set out in Section 2 above.

b. The applicant will complete the appropriate form which must be approved in the first instance by the applicant’s line manager.
c. The Committee may adopt appropriate processes and/or methodologies to assist the Committee in assessing applications for specific grades of staff.

d. Applications are then sent to the Chief Operating Officer / Dean who must be satisfied that a prima facie case exists.

d. Approved applications will then be forwarded to the Secretary of the Committee.

e. The Committee will review the applications and those of merit will be put forward for interview. The Committee reserves the right to interview candidates and may appoint a sub-committee for this purpose.

f. The Committee may take professional external advice as required.

g. The Committee sits annually and a decision of the Committee is final.

h. Recommendations are sent to the Board for approval and are noted to the HR Committee.

The Chair of the Committee shall ensure an appropriate process to provide feedback to unsuccessful candidates.