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# Academic & Programme Operations and Management– Career Level 1

## Role Purpose

Provides a high level of customer service and support to colleagues and others on a single service or process, or across various processes. The tasks are generally routine and supervisory support is always available.

## Educational Qualifications & Experience

Typically, 1-2 years' professional or customer services experience working in either a large organisation or a third level institution and/or a third level degree.

## Indicative Role Dimensions

**Problem solving** - Solves problems and responds to routine queries by following working practices and procedures or by seeking guidance where needed. Supervisory support is always available.

**Decision Making** - Makes routine decisions e.g. order in which to complete tasks, deciding when support/assistance is required, or when to escalate a matter to a more senior colleague.

**Interfaces & Interdependencies** - Acts as first point of contact for colleagues and others. Works as part of a team engaged in similar work.

The **Academic & Programme Operations and Management** 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.

Job Reference: APOM-1-A

## Core Competencies

*Indicative Core Competencies & Proficiency Levels*

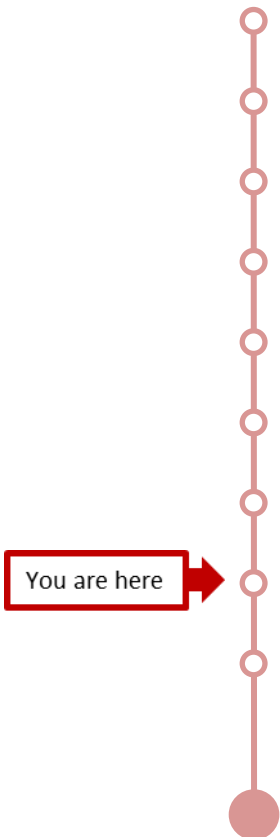
- Managing Change (Proficiency Level 1)
- Building Relationships (Proficiency Level 1)
- Organisational Awareness (Proficiency Level 1)
- Planning & Organisation (Proficiency Level 1)
- Communicating Effectively (Proficiency Level 1)
- Taking Initiative (Proficiency Level 1)
- Service Focus & Innovation (Proficiency Level 1)

*Any role in UCD with People Management responsibility must include the Managing People Core Competency*

## Functional Competencies

*Indicative Functional Competencies & Proficiency Levels*

- Business Analysis (Proficiency Level 1)
- Data Management (Proficiency Level 1)
- Operational Resilience (Proficiency Level 1)
- Support, Guidance and Advice (Proficiency Level 1)
- Technical Acumen (Proficiency Level 1)



# Academic & Programme Operations and Management– Career Level 2

**Role Purpose**

Provides a high level of customer service to colleagues and others on a single service or process or across various processes. Operates with a high degree of initiative and autonomy within a confined process/service area and likely to act as an informal resource on day to day issues for less experienced colleagues.

**Educational Qualifications & Experience**

Typically, 2-3 years' professional experience working in either a large organisation or a third level institution and/or a third level degree.

**Indicative Role Dimensions**

**Problem Solving** - Helps to identify solutions using policy and procedure and supports the ongoing development of processes / systems. May provide guidance for less experienced colleagues. Supervisory support typically available.

**Decision Making** - Applies initiative on a day to day basis, making routine decisions within the confines of the core process or service remit they are working in.

**Interfaces & Interdependencies** - Acts as first point of contact for colleagues and others. Works as part of a team engaged in similar work. May have ownership for particular customer groups.

The **Academic & Programme Operations and Management** 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.

Job Reference: APOM-2-A

**Core Competencies**  
*Indicative Core Competencies & Proficiency Levels*

- Managing Change (Proficiency Level 1)
- Building Relationships (Proficiency Level 1)
- Organisational Awareness (Proficiency Level 2)
- Planning & Organisation (Proficiency Level 2)
- Communicating Effectively (Proficiency Level 2)
- Taking Initiative (Proficiency Level 2)
- Service Focus & Innovation (Proficiency Level 2)

*Any role in UCD with People Management responsibility must include the Managing People Core Competency*

**Functional Competencies**  
*Indicative Functional Competencies & Proficiency Levels*

- Business Analysis (Proficiency Level 1)
- Data Management (Proficiency Level 1)
- Operational Resilience (Proficiency Level 1)
- Support, Guidance and Advice (Proficiency Level 1)
- Technical Acumen (Proficiency Level 1)



# Academic & Programme Operations and Management– Career Level 3

## Role Purpose

Supports others in the delivery of a full service, process or system, managing relationships with a defined group of customers.

## Educational Qualifications & Experience

Typically, 3-4 years' professional experience working in either a large organisation or a third level institution and/or a third level degree.

## Indicative Role Dimensions

**Problem Solving** - Operates with a high level of initiative and autonomy within a confined process, appreciating the impact elsewhere. Takes action to resolve work problems independently, referring complex problems to senior colleagues where appropriate.

**Decision Making** - Makes timely and considered independent and collaborative decisions within the confines of the core process or service remit they are working in. Provides specific advice and guidance to others.

**Interfaces & Interdependencies** - Acts as first point of contact for colleagues and others. May have ownership for particular customer groups. Builds collaborative relationships with peers within the function and potentially in other units across the University.

The **Academic & Programme Operations and Management** 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.

Job Reference: APOM-3-A

## Core Competencies

*Indicative Core Competencies & Proficiency Levels*

- Managing People (Proficiency Level 1)
- Managing Change (Proficiency Level 2)
- Project Management (Proficiency Level 1)
- Building Relationships (Proficiency Level 2)
- Organisational Awareness (Proficiency Level 2)
- Planning & Organisation (Proficiency Level 3)
- Communicating Effectively (Proficiency Level 3)
- Taking Initiative (Proficiency Level 3)
- Service Focus & Innovation (Proficiency Level 3)

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## Functional Competencies

*Indicative Functional Competencies & Proficiency Levels*

- Business Analysis (Proficiency Level 2)
- Data Management (Proficiency Level 2)
- Operational Resilience (Proficiency Level 2)
- Support, Guidance and Advice (Proficiency Level 2)
- Technical Acumen (Proficiency Level 2)

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# Academic & Programme Operations and Management– Career Level 4

**Role Purpose**  
Leads in the delivery of a full service, processes or system, to a defined audience.

**Educational Qualifications & Experience**  
Typically, 4-5 years’ professional experience working in an academic & programme operations and management related role in either a large organisation or a third level institution and a third level degree.

**Indicative Role Dimensions**

**Problem Solving** - Supervisory role with proven ability to use independent judgement and reasoning in developing solutions to a variety of problems of moderate scope and complexity.

**Decision Making** - Co-ordinates, analyses and critically evaluates information in order to reach a decision with minimal level of supervisory guidance, within the overall parameters of the role.

**Interfaces & Interdependencies** - Builds and sustains strong, collaborative relationships with senior colleagues and peers within the function and across the University.

The **Academic & Programme Operations and Management** 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.

Job Reference: APOM-4-A

**Core Competencies**  
*Indicative Core Competencies & Proficiency Levels*

- Managing People (Proficiency Level 1)
- Managing Change (Proficiency Level 2)
- Project Management (Proficiency Level 2)
- Building Relationships (Proficiency Level 2)
- Organisational Awareness (Proficiency Level 3)
- Planning & Organisation (Proficiency Level 3)
- Communicating Effectively (Proficiency Level 4)

*Any role in UCD with People Management responsibility must include the Managing People Core Competency*

**Functional Competencies**  
*Indicative Functional Competencies & Proficiency Levels*

- Business Analysis (Proficiency Level 3)
- Data Management (Proficiency Level 3)
- Operational Resilience (Proficiency Level 3)
- Support, Guidance and Advice (Proficiency Level 3)
- Technical Acumen (Proficiency Level 3)



# Academic & Programme Operations and Management– Career Level 5

## Role Purpose

- Individual contributor who provides subject matter expertise in a specialist field of the function.
- OR
- Leads a small team or programme in delivering a specific service or support, and accountable for the performance and results of the team.

## Educational Qualifications & Experience

Typically, 5-6 years’ professional experience working in an academic & programme operations and management related role in either a large organisation or a third level institution and a third level degree.

## Indicative Role Dimensions

**Problem Solving** - Solves moderate to complex problems in their area of expertise, guided by policies and procedures. Proven ability to use independent judgement and reasoning in developing potential solutions.

**Decision Making** - Co-ordinates, analyses and critically evaluates information to reach a decision with little or no supervisory guidance required.

**Interfaces & Interdependencies** - Builds and sustains strong, collaborative relationships with senior colleagues and peers within the function and across the University. Will engage with senior Faculty and staff as required.

The **Academic & Programme Operations and Management** 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.

Job Reference: APOM-5-A

## Core Competencies

*Indicative Core Competencies & Proficiency Levels*

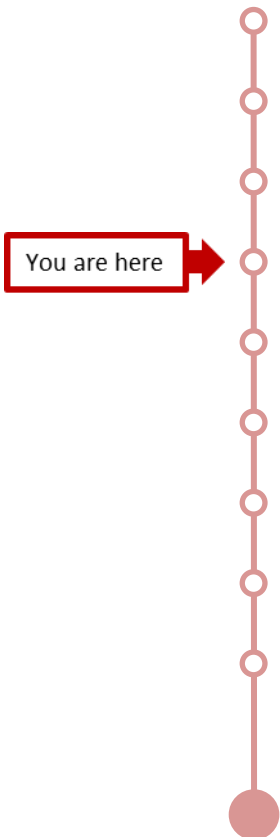
- Managing Stakeholders (Proficiency Level 1)
- Managing People (Proficiency Level 2)
- Managing Change (Proficiency Level 3)
- Project Management (Proficiency Level 3)
- Building Relationships (Proficiency Level 3)
- Organisational Awareness (Proficiency Level 4)
- Planning & Organisation (Proficiency Level 4)

*Any role in UCD with People Management responsibility must include the Managing People Core Competency*

## Functional Competencies

*Indicative Functional Competencies & Proficiency Levels*

- Business Analysis (Proficiency Level 3)
- Data Management (Proficiency Level 3)
- Operational Resilience (Proficiency Level 3)
- Support, Guidance and Advice (Proficiency Level 3)
- Technical Acumen (Proficiency Level 3)



# Academic & Programme Operations and Management– Career Level 6

**Role Purpose**

- Leads and manages a team or programme delivering specific services or supports. Accountable for the performance and results of the team.

OR

- Individual contributor responsible for a complete specialist area or service delivery to a defined audience.

**Educational Qualifications & Experience**

Typically, 7-10 years’ professional experience working in an academic & programme operations and management related role in either a large organisation or third level institution and a third level degree.

**Indicative Role Dimensions**

**Problem Solving** - Solves complex problems guided by policies and procedures with minimal oversight from manager. Proven ability to use independent judgement and reasoning in developing solutions.

**Decision Making** - Makes decisions in the context of own area of responsibility, ensuring that decisions are consistent with legislation, precedent and established policies and procedures.

**Interfaces & Interdependencies** - Builds and sustains strong, collaborative relationships with peers within the function and across the University. Will engage directly with senior Faculty and staff as a normal part of the role.

The **Academic & Programme Operations and Management** 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.

**Core Competencies**

*Indicative Core Competencies & Proficiency Levels*

- Working Strategically (Proficiency Level 2)
- Leading People (Proficiency Level 2)
- Managing Stakeholders (Proficiency Level 2)
- Managing People (Proficiency Level 3)
- Managing Change (Proficiency Level 3)
- Project Management (Proficiency Level 4)
- Building Relationships (Proficiency Level 4)
- Planning & Organisation (Proficiency Level 4)

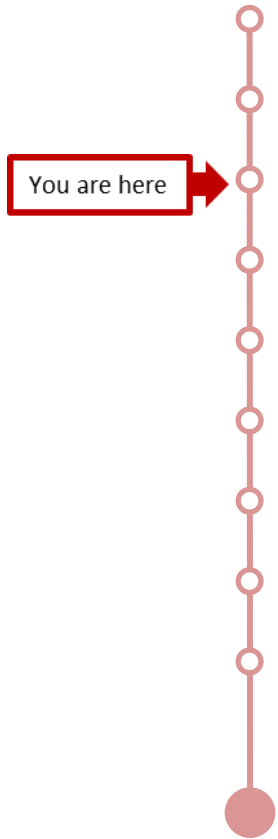
*Any role in UCD with People Management responsibility must include the Managing People Core Competency*

**Functional Competencies**

*Indicative Functional Competencies & Proficiency Levels*

- Business Analysis (Proficiency Level 4)
- Data Management (Proficiency Level 4)
- Operational Resilience (Proficiency Level 4)
- Support, Guidance and Advice (Proficiency Level 4)
- Technical Acumen (Proficiency Level 4)

Job Reference: APOM-6-A



# Academic & Programme Operations and Management– Career Level 7

**Role Purpose**  
 Provides input to the development of strategy for the area. Provides leadership and direction for a smaller set of services or activities to ensure they are effectively delivered in line with the strategy. This role may also be occupied by an individual with very ‘specialist’ skills who is both a manager and specialist.

**Educational Qualifications & Experience**  
 Typically, 10-15 years’ professional experience, including 3 years’ operating at a senior level in a large organisation or third level institution and a third level degree.

**Indicative Role Dimensions**

**Problem Solving** - Solves complex problems, within their own focus area, finalising issues with cross-university impact through consultation with a more senior colleague. Provides expert knowledge and input to broader University initiatives.

**Decision Making** - Makes decisions in the context of own area of responsibility, ensuring alignment with overall strategy. Identifies the key issues involved to facilitate the decision-making process.

**Interfaces & Interdependencies** - Builds and sustains strong, collaborative relationships with peers within the function and across the University. Represents the function on UCD Steering Committees and Working Groups. May represent UCD on external committees and groups or specific events, as appropriate to function.

The **Academic & Programme Operations and Management** 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.

Job Reference: APOM-7-A

**Core Competencies**  
*Indicative Core Competencies & Proficiency Levels*

- Working Strategically (Proficiency Level 3)
- Leading People (Proficiency Level 3)
- Managing Stakeholders (Proficiency Level 3)
- Managing People (Proficiency Level 4)
- Managing Change (Proficiency Level 4)

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**Functional Competencies**  
*Indicative Functional Competencies & Proficiency Levels*

- Business Analysis (Proficiency Level 3)
- Data Management (Proficiency Level 2)
- Operational Resilience (Proficiency Level 4)
- Support, Guidance and Advice (Proficiency Level 3)
- Technical Acumen (Proficiency Level 2)

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# Academic & Programme Operations and Management– Career Level 8

**Role Purpose**  
Provides leadership and direction for a group of activities or services within a function, typically working with and through senior managers. Contributes to the development of strategy for the function and responsible for the effective implementation of major elements of that strategy.

**Educational Qualifications & Experience**  
Typically, 15 years’ professional experience, including 5 years’ operating at a senior level in either a large organisation or third level institution and a third level degree.

**Indicative Role Dimensions**

**Problem Solving** - Solves complex problems, by engaging with cross-functional peers to develop potential solutions. Has a role in recommending and implementing functional policy changes that are precedent setting.

**Decision Making** - Makes high level strategic decisions in the context of own area of responsibility, ensuring alignment with overall strategy; Contributes to broader decision-making on strategic issues as part of a wider management unit.

**Interfaces & Interdependencies** - Builds and sustains strong, collaborative relationships with peers within the function and across the University. Represents the function on UCD Steering Committees and Working Groups. May represent UCD on external committees and groups or specific events, as appropriate to function.

The **Academic & Programme Operations and Management** 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.

Job Reference: APOM-8-A

**Core Competencies**  
*Indicative Core Competencies & Proficiency Levels*

- Working Strategically (Proficiency Level 4)
- Leading People (Proficiency Level 3)
- Managing Stakeholders (Proficiency Level 3)
- Managing People (Proficiency Level 4)
- Managing Change (Proficiency Level 4)

*Any role in UCD with People Management responsibility must include the Managing People Core Competency*

**Functional Competencies**  
*Indicative Functional Competencies & Proficiency Levels*

- Business Analysis (Proficiency Level 3)
- Data Management (Proficiency Level 1)
- Operational Resilience (Proficiency Level 4)
- Support, Guidance and Advice (Proficiency Level 3)
- Technical Acumen (Proficiency Level 2)



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## Academic & Programme Operations and Management– Career Level 9

### Role Purpose

Develops University and functional strategy ensuring alignment with overall institutional strategy and objectives (with agreement from the University Management Team (UMT)). Accountable for long-term planning and the introduction of major initiatives within their area.

### Educational Qualifications & Experience

Typically, 15 years' professional experience, including 5 years' operating at the most senior levels in either a large organisation or third level institution and a third level degree.

### Indicative Role Dimensions

**Problem Solving** - Solves problems of significant complexity and identifies opportunity for improvement with university wide impact and considerations. Contributes outside own function. Operates in the realm of new issues, arising from which precedents or new policies may be established. Responsible for scanning the horizon for emerging trends or external factors which may cause challenges.

**Decision Making** - Makes high level strategic decisions in the context of broader university issues the solutions and recommendations are finalised through working with broader management team.

**Interfaces & Interdependencies** - Builds and sustains high level collaborative working relationships with peers internally. Contributes to high level initiatives by participation in Steering Committees and Working Groups within UCD. Represents UCD on external groups and contributes at a sectoral level through governmental and national bodies.

The **Academic & Programme Operations and Management** 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.

Job Reference: APOM-9-A

### Core Competencies

*Indicative Core Competencies & Proficiency Levels*

Working Strategically (Proficiency Level 4)  
Leading People (Proficiency Level 4)  
Managing Stakeholders (Proficiency Level 4)  
Managing People (Proficiency Level 4)  
Managing Change (Proficiency Level 4)

*Any role in UCD with People Management responsibility must include the Managing People Core Competency*

### Functional Competencies

*Indicative Functional Competencies & Proficiency Levels*

Business Analysis (Proficiency Level 3)  
Data Management (Proficiency Level 1)  
Operational Resilience (Proficiency Level 4)  
Support, Guidance and Advice (Proficiency Level 3)  
Technical Acumen (Proficiency Level 2)

# Functional Competencies in detail

Functional Competencies		
Academic & Programme Operations and Management	Business analysis	Translate user requirements into solutions. Documents processes, writes reports and creates a continuous improvement culture.
Communication & Marketing	Data Management	Knowledge of best practice data management and data governance practices.
Estate Operations	Operational Resilience	Maintaining stamina and performance in everyday tasks and acting effectively under pressure. Displaying determination, self-discipline and commitment in the face of a changing environment or setbacks. It includes bouncing back from disappointments or confrontations, not letting them negatively influence ongoing performance.
Financial Management	Support, Guidance and Advice	Provides support, guidance and advice to students, faculty and staff. Covers the welfare and well being of students and staff within the institution as well as operational support and advice, in both informal and formal situations. This may include the need to be aware of the support services available; giving supportive advice and guidance; and counselling others on specific issues. Monitors progress and recognises when additional interventions are required. Evaluates the effectiveness of interventions and develops practice on the basis of reflection and review.
Human Resources Management	Technical Acumen	Applies and improves technical knowledge, skills, and judgment to accomplish a result or to accomplish tasks effectively. Thinks of ways to apply new developments to improve organisational performance or customer service. Recognises trends in theory and practice of one's own technical area and effectively prepares for anticipated changes.
Information Technology		
Legal, Governance & Compliance		
Library		
Research & Innovation Management and Administration		

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