

Grade 10 Academic-Related (Professional & Managerial)

General Framework

- 1.1. All roles at Grade 10 will provide institutional leadership, shaping and delivering a significant agenda, contributing to strategic review and development and exercising a high level of leadership and managerial responsibility over a specific range of activities/service provision.
- 1.2. There will be a significant degree of autonomy and an expectation to determine and seek appropriate input, and gain agreement via consultation with senior management and other key parties and the governance structure of the University.
- 1.3. There is an expectation that they will be the professional lead for their specialist area within the institution or identify and lead transformational change initiatives that shift the organisation towards its overall vision and aims.
- 1.4. This will require a sharp clarity of vision and the ability to communicate strategy in a way that inspires ownership and motivates others to achieve. It is critical that the role holder demonstrates consistent and high level leadership skills and is influential both internally and externally, building trust, credibility and respect with all parties.
- 1.5. Engagement and empathy with the academic environment, as well as awareness and understanding of current thinking and issues within the role holder's profession will be critical. In order to operate at this level there will be a requirement not only to analyse and interpret the internal and external environment and translate this, balancing what is right for the area and the University, but also to impact proactively on the internal and external environment, seeking to shape it in a way that is beneficial to the organisation and the HE sector. Significant knowledge and expertise across a broad range of areas will therefore be required as well as the ability to use this broad knowledge to achieve organisational effectiveness.

Criteria

To achieve promotion to Academic Related (Professional & Managerial) grade 10 the agreed and ongoing job description must reflect the above framework and the applicant must be able to demonstrate all of the following criteria:

- Common skills
- Core criteria (section A)
- Institutional and professional leadership (section B)

Applications for promotion should include examples demonstrating how the relevant criteria (as set out below) have been met. Interpretation guidance is provided below giving additional context against each criteria as well as indicative examples of how these could be demonstrated. Examples provided should normally relate to the applicant's current role. However, it is recognised that on an exceptional basis, evidence not relating to the current role could be provided where it has not yet been possible or indeed appropriate for an individual to undertake a particular activity. This alternative evidence would be considered by the panel and a judgement taken as to whether it is appropriate for the case and provides objective evidence of the skills needed to undertake the higher level role.

Common Skills			
	The following criteria are aligned to the University's values and all staff are expected to meet them		
	Demonstrates and promotes the University's Leadership and Management Standards (LMS).	All members of staff who have leadership and management responsibilities are expected to demonstrate the capabilities outlined in the LMS.	<p>These criteria relate to University values and priorities and apply to all grades. At this level individuals will be expected to demonstrate these personally as well as creating an environment within which team members demonstrate and adhere to them.</p> <p>Individuals and verifiers should confirm that all appropriate training and ongoing development have been undertaken and that there is no evidence to suggest that an individual does not fulfil these criteria.</p> <p>Completion of some compulsory training is recorded and will be used as supporting evidence. Engagement with SRDS and actions agreed from these discussions can also provide evidence.</p>
	Demonstrates and promotes the University values in all activities.	The University values should underpin the behaviour and attitudes of all staff.	
	Meets all personal Health and Safety responsibilities and ensures that University Health and Safety policies are adhered to.	All staff have a basic duty to fulfill their Health and Safety responsibilities as laid down in the Health and Safety policy.	
	Provides advice, support and direction to colleagues as appropriate.	All staff are expected to show basic sensitivity to others and to consider other people's needs or feelings.	
	Demonstrates the University's equal opportunities standards.	This criterion relates to the University value of inclusiveness.	
	Building effective team working relationships with colleagues.	Individuals with roles at this level are expected to work with those in other areas to ensure there are no unnecessary barriers or 'silos' within and between areas.	

A	Core Criteria	Context	Examples
			Applicants should provide their own examples to evidence the criteria and would not be expected to provide evidence against each example listed below.
A1	Building an external profile through promoting activities or representing the University externally.	Evidence provided should outline the impact on the profession or the University. The expectation is that individuals will take opportunities to build an external profile and to develop a recognised standing within the sector/profession.	Invited to provide specialist advice to a national working group. Being a member of a board/committee with impact on the sector or wider profession. Invitations to speak at conferences.
A2	Building leadership and management capability within their team through coaching, mentoring and ensuring that development needs are identified and addressed.	Roles at this level are expected to co-ordinate an effective and structured approach to the development of managers across their team/s to meet current and future needs.	Developing team members through a structured succession planning process, linked to the area/service strategy or objectives. Providing active support for the development of individual managers across the team.
A3	Resolving staff welfare, development and performance concerns in line with University policy and regulations.	This criterion relates to the responsibility for dealing with staff issues that may ultimately require addressing via formal policies or procedures. It could require the involvement of specialist parties and the individual will be required to demonstrate an understanding of pastoral care services available within the university and to see the issue through to an appropriate conclusion. At this level it is likely that more complex issues will be referred to the individual should initial actions taken by others not achieve a resolution. In the interests of maintaining confidentiality, evidence should be kept very generic. Please identify the types of staff welfare issues that you may deal with and the level of decision making that you	Ensure mechanisms are in place to address staff welfare and development issues across the area of responsibility. Deal effectively with complex and difficult welfare/performance issues. Resolving conflict within or between teams/team members, utilising appropriate support. Responsibility for ensuring SRDS is effectively completed and appropriate actions undertaken.

		carry out. You are likely to be able to give examples of this, but if the need to undertake these tasks has not arisen then you may demonstrate the capacity to undertake such duties through the completion of appropriate training or from activities outside your current role.	
A4	Taking responsibility for ensuring the health, safety and well-being of those within the team, monitoring the work environment of the team and for ensuring risk assessments are carried out and actioned.	Applicants with line management responsibility are expected to take responsibility for their staff as set out in the Health & Safety Policy. At this level the individual will be responsible for ensuring that health, safety and wellbeing are 'on the agenda' within their area and for ensuring that each individual understands their responsibilities. The applicant is not required to evidence personally undertaking risk assessments if this responsibility lies with another party however, they should be aware that assessments have been undertaken and ensure that issues are effectively addressed once identified.	Being responsible for the management of risks in the work environment and ensuring that health, safety and wellbeing is on the agenda within the area. Promoting health and safety across the area/service, ensuring staff understand their role and responsibilities.
A5	Communicating best practice or sharing specialist knowledge with others, identifying the learning outcomes required to meet audience needs and how best to achieve these.	Applicants should demonstrate the requirement to consider what the target audience need to learn from the session to give them a knowledge base upon which they can do their job/undertake their study and design the content and delivery method accordingly. In many jobs at this level there will be a requirement to provide other leaders and managers with the knowledge to brief staff within their area as well as to meet their own needs/responsibilities. It is not necessary to evidence 'formal' training it is the consideration of the	Designing and delivering a structured presentation to instruct managers from other areas about a new approach or policy. Briefing Leadership Forum on a specific issue. Presenting at national seminars/events.

		learning points and how best to achieve them that is key. This criterion specifically looks for evidence of imparting knowledge to those outside your own team.	
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B	Institutional and Professional Leadership	Context	Examples
			Applicants should provide their own examples to evidence the criteria and not provide evidence against each example listed below.
B1	Providing institutional leadership across a significant area and, through this, input into the strategic direction planning and sustainability of the organisation.	<p>Evidence should demonstrate that the role is required to be the organisational lead for a specific area of activity and/or that the role provides strategic leadership for a significant area critical to the success of the organisation.</p> <p>At this level it is expected that the role will provide a significant and direct impact on the direction and achievement of a key component of the organisation's strategy, and that the role holder will promote and champion strategic priorities, internally and/or externally as appropriate.</p>	<p>Responsibility for setting and implementing the direction and vision for a significant area</p> <p>Providing leadership on cross University activities.</p>
B2	<p>Setting and implementing the overall agenda for a significant area of the organisation and:</p> <ul style="list-style-type: none"> (a) aligning this with organisational strategy, vision and values as well as other external drivers; (b) analysing and interpreting appropriate factors within the internal and external environments, assessing challenges and opportunities for the organisation and balancing professional and organisational imperatives; (c) seeking appropriate input and gaining agreement via 	<p>Applicants should ensure that the evidence provided covers the full range of points (a-g) within this criterion.</p> <p>The expectation at this level is that the applicant will ensure that all salient information is available to support strategic planning and decision making, initiating further research where necessary.</p> <p>The issues being dealt with will be complex and often involve problems novel to the organisation, sector or discipline.</p>	<p>Developing and overseeing a programme of continuous improvement which requires the rigorous cost management for a particular area/service.</p> <p>Developing and overseeing the strategic direction to ensure the area/service's overall aims and objectives are achieved.</p> <p>Leading and developing high level collaborative work with other organisations, identifying and analysing risks and benefits to the University and other parties to ensure strategic sustainability.</p>

	<p>consultation with key parties;</p> <p>(d) establishing the overall standards and service provision ensuring future internal and external stakeholders' expectations are taken into account;</p> <p>(e) communicating a clear vision of the strategy, goals and standards and motivating others to achieve these and ensuring that barriers to achievement are identified and addressed;</p> <p>(f) ensuring risks to achieving the organisation's aims are identified and appropriately communicated and managed.</p>		
B3	<p>Ensuring sustainable achievement of the area's objectives by</p> <p>a) securing, effectively deploying and controlling financial and other resources;</p> <p>b) identifying the skills and capabilities that will be required to meet the current and future needs of the organisation and ensuring that these exist and/or that plans are in place to develop them;</p> <p>c) identifying an effective structure for the area and, where necessary, working to achieve this in a managed way;</p>	<p>Roles at this level are expected to take responsibility, making decisions and adopting a proactive approach to ensuring resources, systems and processes across their area are fit for purpose and will support the achievement of strategic objectives. This will include regularly reviewing and re-planning where appropriate to ensure a measured response to potential opportunities and risks in line with strategic priorities.</p> <p>Applicants should ensure that evidence provided addresses the full range of points (a-d) within this criterion.</p>	<p>Monitoring and reviewing the financial sustainability of a particular area/service and from the review, introducing appropriate changes to reduce the overall costs/improve profitability.</p> <p>Anticipating the changes in the internal/external market and planning the staffing structure and job design accordingly to meet medium and long term objectives.</p> <p>Critically appraise the effectiveness and interaction of systems and processes ensuring that as a whole they are fit for purpose and facilitate the achievement of strategic aims.</p>

	d) reviewing and developing effective systems to support the achievement of the area's strategic goals.		
B4	Directing activities in line with established strategic objectives, monitoring and evaluating the performance of the area against these objectives, identifying and solving problems and taking action as necessary to ensure results are delivered across the area.	Evidence should outline how applicants ensure that strategic aims and direction are effectively translated into organisational performance.	Monitoring performance of the area against overall aims and priorities, adapting plans and activities and finding ways to reduce/remove potential barriers in order to address potential shortfalls.
B5	Taking responsibility as the professional lead for their specialism; or Leading and managing change across a broad area	At the point of entry to grade 10 evidence of one of these statements is sufficient. Once in grade 10 individuals may be expected to undertake both as appropriate to the role.	Provide the leading point of expertise in the institution with direct impact on the achievement of the strategic aims across a broad area. Take responsibility for identifying and implementing changes across a significant area to support the achievement of strategic aims.
B6	Working with integrity, building trust, credibility and respect with all parties.	This criterion relates to your reputation and credibility with the full range of contacts and stakeholders including those within the University and externally and with your team/s, peers and senior management such as VCEG/Deans.	Track record of working effectively with senior managers, staff and other key internal/external stakeholders.
B7	Taking part in decisions at the highest level, the impact of these decisions being critical to moving the organisation toward its overall goals.	Evidence is required of the applicant being part of taking key decisions both as part of the decision making body and by providing input and advice to influence and steer high level groups towards the most appropriate option/s. Decisions will be those that have a direct impact on the achievement of the University's strategic objectives. By definition these decisions will have a long term, strategic impact, be difficult to	Deciding on the strategic development and direction of a service as a member of a steering group or review group. Deciding whether and when to change direction in relation to activities of strategic importance. Providing advice to high level groups to steer and influence outcomes that will directly impact on the achievement of the University's strategic aims.

		reverse and the consequence of making the wrong decision could be to affect the achievement of overall goals.	
B8	Demonstrating high level political and networking skills, influencing the internal and external environment, shaping opinions and events in a way that facilitates the achievement of the organisation's vision and objectives.	At this level it is expected that applicants will identify appropriate communication and consultation channels and steer options and issues through these to maximise the effectiveness of, and buy in to, decisions. It is likely that different approaches will be required to operate effectively within different environments and to interact and influence different stakeholder groups.	Steer a proposal for establishing a new development or service through various high-level committees in order to secure approval and the necessary funding. Navigate the interface between the University and NHS taking account of the political and financial environment and identifying pragmatic solutions to achieve a mutually beneficial outcome.
B9	Leading and/or developing groups or networks both internal and external to the organisation which establish or influence professional/institutional priorities.	At this level applicants will be able to demonstrate being a key player within internal and external groups or networks, influencing strategic direction. They will ensure that groups and networks are effective, identifying as appropriate the need to create them as well as identifying when this need ceases or changes and taking appropriate action to reflect this.	Leading a national working group looking at the impact of a new development across the HE sector. Identifying the need for and establishing networks and teams at local, regional and national level to ensure that the University complies with all current legislation affecting the development of an area/service.