

GUIDANCE FOR PROMOTION TO GRADE 5

The guidance found below will help you select appropriate information to include in your application. The examples provided are not exhaustive, they are there to illustrate the types of activity that fit the criterion described.

In your application please address please address all of the criteria in section A **and** choose two of the criteria within section B.

SECTION A

Please demonstrate how you meet ALL of the criteria listed in this section.

A1 - You identify where improvements should be made to the service and what can be done to achieve these.

This considers your role in defining and delivering the service provided by your team. For the most part you will be delivering a service defined by others although you will be mindful of continuous service improvement and be proactive in inputting your own ideas into the overall discussions about team direction and standards, either through team meetings or directly to your manager. This may be informed by customer feedback you have received or, in some instances, actively seek. You may also be involved in helping roll out new service standards/initiatives.

To help structure the information you provide in your application, you might like to think about:

- What service you provide and to whom?
- How do you find out what your customers want?
- Who sets the overall standards for the service and decides what services will be offered?
- How do you feed in your ideas to the overall service direction?

Examples

- Making suggestions, based on personal observations or customer feedback, on how the service provided can be improved.
- Providing feedback on the usage of the service, suggesting more effective ways of working.
- When the opportunity arises, seeking feedback from customers.
- As part of the team, actively input into the development of service standards, key performance indicators and service level agreements.

A2 - You are involved in decisions about your own area of work and the work of your immediate team and provide information to help others make decisions.

This considers any decisions you make or are involved with as part of your role. Decisions can be those you make yourself, those you are involved in with other colleagues or situations where you are providing advice to colleagues who then make those decisions based on your advice. The impact of the decisions you are involved with will usually be limited to you and your immediate work team.

To help structure the information you provide in your application, you might like to think about:

- The decisions you are involved in making.
- How are decisions made and who makes them.
- How do you take typical decisions and what are the results of making them.
- Who else is involved in making decisions and how do you contribute to those decisions.

Examples

- Spending petty cash or buying low cost items within a locally agreed budget.
- Deciding how to structure and plan your work to ensure it is completed on time.
- Advising students on standard entry requirements.

A3 - You plan and prioritise your own work ensuring that you complete tasks on time and that your work meets the required standard.

This considers your responsibility for planning and prioritising your own work. You will do this independently and will not need to constantly seek support or direction from your immediate line manager. You will understand your own personal priorities and order your tasks appropriately, forward planning and taking account of deadlines and any changing priorities you are informed of by your manager. You will be responsible for the overall quality of your work which would not typically be checked on a regular basis.

To help structure the information you provide in your application, you might like to think about:

- How do you plan and prioritise?
- What may impact any plans you put in place?
- What things do you need to consider and take account of?
- How is your progress monitored?
- How do you ensure your work is of a consistently high quality?

Examples

- Planning and managing your own workload, assessing the priorities and deciding the order in which things are done.
- Deciding when and how to respond to requests for information/assistance.
- Responding to requests for a variety of information in line with deadlines.

A4 - You use your judgement, to deal with more complex queries and problems that arise.

This considers the types of problems you deal with and how you solve them. Typically, guidelines and procedures will be available to help you solve the majority of problems you face but there will be occasions where you are expected to use your judgement to resolve problems that occur less frequently. In these instances, there will be a defined range of options but there will be a choice to make and you will do this using your knowledge and experience.

To help structure the information you provide in your application, you might like to think about:

- What typical problems do you face?
- How often does this type of problem occur?
- What options do you consider and how do you choose the best course of action?

Examples

- Dealing with problems that do not arise often and have more than one way to solve them.
- Dealing with queries on a complex process or procedure.
- Resolving local IT failures.
- Maintaining equipment or machinery.
- Resolving standard technical faults.
- Dealing with unexpected events.

A5 - You gather and interpret information and report your findings to others in the most appropriate format.

This considers any aspects of investigation, analysis and research. Generally, you will engage in basic fact finding and data collection although there will also be an occasional need for you gather and analyse routine data and present/provide the results in a logical order that can be easily understood and utilised by others. This could be a verbal update or brief written report/email.

To help structure the information you provide in your application, you might like to think about:

- What are you researching and why?
- What data do you need to obtain?
- How do you obtain it?
- How do you present the results to others?
- How do you decide how to gather the data?

Examples

- Identifying appropriate sources of information such as literature or internet searches, collating the data and presenting the findings.
- Monitoring resource usage e.g. expenditure against a budget, the consumption of energy or space utilisation.
- Maintaining databases and carrying out straightforward trend analysis to highlight issues for consideration by others.

SECTION B

Please demonstrate how you meet TWO of the following criteria.

B1 - You provide direction and support to others in your team.

This considers your role in your immediate work team. You will be a senior member of the team with responsibility for a very self-directing team where there is little input from a line manager or you may be informally responsible for other members of your team. While you may not be a formal line manager, on a day to day basis you will often provide supervision, advice, support and direction to the team on behalf of the line manager to ensure the service is delivered effectively.

To help structure the information you provide in your application, you might like to think about:

- What teams are you involved in, what is their purpose and what are they aiming to achieve?
- Who is in the team and what is your role within it?
- How are team members motivated and encouraged and how do you support this?

Examples

- Allocating workloads to team members.
- Deputising in the absence of a manager.
- Providing advice on processes/procedures to team colleagues

B2 - You are part of groups or networks to share information with people from other areas.

This considers your involvement in any local groups or networks. These will be outside of your immediate work team and could be internal or external to the University and both formal and informal in nature. Although they can be physical groups or networks where you attend a meeting, they could

also be remote groups. Your role within the groups or networks would typically be to disseminate and share information with colleagues/members.

To help structure the information you provide in your application, you might like to think about:

- What is the purpose of the group or network you are involved in?
- What is your role in it?
- What would happen if you were not a part of the group or network?
- What information will you be passing on or receiving?

Examples

- Member of a cross institutional group, sharing best practice to help improve service levels.

B3 - You make or contribute to decisions that have an ongoing impact beyond your immediate work team.

**Please note that should you choose to provide evidence against B3, it is likely to overlap with the evidence required in A2. In this situation, there is no need to duplicate information in addressing both points. Simply provide the evidence for both under B3.*

This considers the decisions you make as part of your role and the impact those decision have. These can be decisions you make independently or jointly with others. It can also where you are providing advice and input into other people's decisions. The impact of the decisions you make will be beyond your immediate work team and may affect a more sizeable area like a school or service. Your decisions are also likely to have an ongoing impact so consideration of the wider implications is needed before a decision is made.

To help structure the information you provide in your application, you might like to think about:

- The decisions you are involved in making.
- How are decisions made and who makes them?
- What authority do you have to make decisions without the agreement of others?
- Who or what do your decisions impact and over what timescale?

Examples

- Buying non-routine stock or equipment.
- Advising managers regarding the purchase of new equipment.
- Advising students on entry requirements.

B4 - You analyse information you have gathered from different sources to understand an issue and inform your own or others' decisions.

**Please note that should you choose to provide evidence against B4, it is likely to overlap with the evidence required in A5. In this situation, there is no need to duplicate information in addressing both points. Simply provide the evidence for both under B4.*

This considers any aspects of investigation, analysis and research. Your focus will be on gathering a range of 'raw' data from a range of sources. You will then be manipulating the data and providing a first level of analysis and perhaps recommendations, pulling it together into a format suitable for the needs of the audience to whom it needs presenting. This could be through a verbal report or presentation or written report/email but you will make the judgment about the most appropriate format given the nature of the data.

To help structure the information you provide in your application, you might like to think about:

- What are you researching and why?
- What data do you need to obtain?
- How do you obtain it?
- How do you decide how to gather the data?
- What do you consider when presenting data to others?

Examples

- Gathering and manipulating data to present trends, patterns.
- Monitoring resource usage e.g. expenditure against a budget, the consumption of energy or space utilisation.
- Providing trend analysis and cost projections for payroll/finance purposes.

B5 - You routinely use high levels of dexterity, significant concentration or physical skills.

This considers the skills, senses and physical effort your role may require. You may be required to use materials, tools and machinery in your work and which routinely require dexterity and significant concentration. In addition to significant physical effort, you may be expected to use your physical abilities and skills to perform complex and difficult movements, including working in cramped or small spaces or in awkward positions. Care, precision and accuracy are essential and in many cases the skills you use will have been built up over time and/or during practical training.

To help structure the information you provide in your application, you might like to think about:

- Do you use any tools or equipment?
- Are you required to lift, carry or handle large and heavy objects?
- Do you work in cramped/confined spaces or in awkward positions?
- Do you need specific skills and how long did it take to learn or develop them?

Examples

- Lifting heavy, awkward objects where training or lifting tools may be required to ensure it is done safely.
- Driving heavy/specialist vehicles.
- Preparing samples slides and examining or testing samples.
- Using a specialist piece of equipment e.g. a complex microscope, printing equipment or a chainsaw or ride on mower.
- Handling animals correctly.
- Craftwork e.g. painting and decorating.
- Maintaining grounds or pitches.

B6 - You work in a potentially hazardous environment and need to follow specified health and safety procedures.

This considers your work environment and the need to take responsibility for dealing with it. Your focus will be on taking appropriate action to control or reduce risk or to ensure that any impact from the environment does not result in harm. Whilst typically there will be someone else ultimately responsible for health and safety of your area, you will be responsible on a day to day basis and you are likely to be responsible for others in addition to yourself. Normally the degree of risk or level of hazard is obvious.

To help structure the information you provide in your application, you might like to think about:

- What is your environment like?
- Are you responsible for the safety of others?
- Do you have to take any special measures to reduce risk or control the environment?
- Do you have to use any safety equipment or special clothing?

Examples

- Following safe procedures when using machinery or electrical equipment.
- Reporting faults so that people are working in a safe environment.
- Ensuring protective clothing is available and worn by yourself and others.
- Working in a hazardous environment e.g. kitchen or laboratory.
- Formal health and safety responsibility is part of your agreed duties.

B7 - You regularly provide development to other team members, which could include coaching or on the job training.

This considers what involvement you have in the development of other team members. You will have responsibility for providing training or instruction, related to your role, to other team members although this does not require you to be a formal line manager. You may also coach team members and provide internal training sessions, sharing your experience and knowledge.

To help structure the information you provide in your application, you might like to think about:

- What do you guide, coach or instruct others to do?
- How do you do this?
- Who identifies the teams learning needs and decides whether training or development is required?

Examples

- Demonstrating how to operate a particular piece of machinery or equipment safely.
- Providing simple demonstrations of a piece of software, providing feedback and helping to make improvements to their level of use.