

GUIDANCE FOR PROMOTION TO GRADE 7

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 all of the criteria in section A **and** choose three of the criteria within section B.

SECTION A

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

A1 - You communicate complicated or specialist information that would not usually be easily understood by people outside your area of expertise.

This considers all forms of communication you use in your role. You will sometimes be required to convey and understand information of a complex or conceptual nature which would not usually be easily understood by non-specialists. Communication will often be necessary to influence a desired outcome and so will involve influencing and negotiating with others. You will also give significant consideration to your audience and so the format and tone you use will be crucial to the successful delivery of the message you are trying to convey.

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

- Who you talk to in your role and/or what do you write about?
- What type of communication is exchanged and why?
- How do you decide what to say/write and when to say/write it?

Examples

- Providing a detailed explanation of how a complex system or set of regulations operates (e.g. the highly technical aspects of an IT system or academic assessment regulations).
- Explaining the results of a research project (e.g. in a lecture or conference).
- Conveying new legal requirements and their implications to colleagues.
- Negotiating a complex contract process with external suppliers.
- Presenting complex legislative/financial information to non-specialists.
- Drafting user, operations and training manuals for complex equipment, systems or software.
- Writing detailed explanations for complex regulations or procedures.
- Writing complex reports, correspondence or other documents dealing with contentious and difficult situations.

A2 - You are involved in shaping the direction of your team, functional area or specialism, and use this to direct your own and others' work.
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This considers your role in your immediate work team. You may be a team manager but you could also be a senior member of your team with some responsibility for overseeing the tasks of your work team on a day to day basis, even if you are not a formal line manager. Alternatively you may be a senior specialist with responsibility for disseminating information to local work teams, equipping them with your specialist knowledge allowing them to carry out their duties more effectively. You may also be responsible for allocating work to your local team(s), monitoring its achievement and providing feedback to staff members as appropriate.

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 trying 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

- Overseeing the work of a unit or section in a supervisory capacity.
- Providing leadership and direction to staff within the area on a day to day basis.
- Ensuring the team are aware of how activities fit into the areas overall objectives.
- Responsibility for allocating work and monitoring progress against plans.
- Providing specialist expertise and input to local teams.

A3 - You are part of groups or networks, working with people outside your team to share ideas and identify ways to improve how things are done.

This considers your involvement in groups or networks both formally and informally. In addition to communicating with people within your immediate work team, you will be networking with people across the organisation and possibly externally to the University as well. This is likely to be both proactive and reactive in nature, generating information to suit the needs of the person or group with whom you are communicating. The liaison will involve the two-way sharing of information where your input will affect the way things are done. Your involvement in these groups and networks will be contributing to the effectiveness and/or development of your area/service.

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

- Being a member of a cross functional/faculty group, meeting to ensure all areas are working to the same standards and that new information is cascaded effectively.
- Proactively contacting staff in other areas to explain procedures and discuss how they can be used within their department/service.
- Liaising with colleagues from other departments/services to share best practice and gain new ideas that can be adopted.
- Participating in groups, to inform knowledge and best practice within your own service/faculty.

A4 - You set the standards for the service you deliver or for your team, reviewing these to identify any improvements.

This considers your role in defining and delivering the service provided by your team. You will be responsible for setting the overall standards for your service area and ensuring that the service is delivered effectively. You will proactively explore customer needs and review and adapt the service, in line with the feedback you receive, to meet them. As such, you would usually be responsible for dealing with any customer complaints in the first instance.

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

- What service do you provide and to whom?
- How do you find out what your customers want?
- How do you ensure the service meets customer expectations?

Examples

- Approaching customers to establish what service is required and seeking feedback on existing service levels.
- Initiating and managing the introduction of new services that improve the efficiency or standard of the overall service.
- Developing, interpreting and managing surveys of customer needs.
- Developing ways the service can be developed and improved.
- Agreeing and implementing quality standards.
- Setting and monitoring appropriate key performance indicators.

A5 - The decisions you make, or are involved with, have an ongoing impact beyond your immediate team.

This considers the decisions you make as part of your role and the impact those decision have. You will be making these decisions independently and in collaboration with others. You will also be providing advice to inform the decisions of others. The impact of the decisions and the advice you give will not be limited to your immediate work team and may affect a more sizeable area, for example a school or service, impacting on the operation of the area and the achievement of its objectives. Your decisions and advice 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:

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

Examples

- Being responsible for selecting preferred suppliers.
- Buying non-routine stock or equipment with significant value.
- Advising senior managers on operational issues affecting the area such as changes to staffing or procedures.
- Advising senior managers on what IT systems or equipment to buy/implement.
- Collaborating on decisions regarding new shift patterns for the team, new procedures or ways of working.
- Deciding how to deploy resources across a project to get optimum use and best outcomes.

A6 - You plan activities or projects that take place over several months, ensuring these are achieved by monitoring progress and taking appropriate action.

This considers your responsibility for planning and organising resources. You will be planning your own work, the work of others and/or will have responsibility for the delivery of project related work.

You are likely to have responsibility for a range of resources (people, money, equipment) which will include allocation and monitoring. You will be planning several months ahead, and possibly up to year in advance, thinking beyond day to day activity, taking into consideration a range of internal and external factors that may impact those plans, putting contingency plans in place and considering a range of options to ensure goals are achieved.

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?
- What resources are involved?
- How is your progress monitored?
- How do you maintain work quality?

Examples

- Responsibility for the resources of an area of activity/team within a school or service (people, money, equipment).
- Introducing and rollout out new systems and procedures, planning and monitoring all activities required to achieve a successful outcome.
- Managing a specific project and the associated resources which requires the production and management of a project plan.
- Monitoring progress of staff/projects and keeping to timescales, ensuring work is delivered as necessary.
- Monitoring budgets and agreeing expenditure.
- Managing staffing numbers/resources for your area.

A7 - You find ways to resolve challenges to which there are no tried and tested solutions.

This considers the types of problems you are required to solve and how you solve them. In addition to straight forward problems, you will be required to use your judgment to resolve more complex operational problems that may be relatively predictable but may occur less frequently. Your range of choices will usually be defined so answers do sometimes exist but they are not necessarily straight forward and there may be occasions where you need to develop a tailored solution. This will involve putting forward your opinion based on your previous experience and giving consideration to the impact of the problem.

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 do you do about them?
- What options do you consider and how do you choose the best course of action?

Examples

- Dealing with non-standard queries on a complex process or procedure.
- Investigating a period of staff absence and taking action to resolve it.
- Organising temporary cover for absent staff.

SECTION B

Please demonstrate how you meet THREE of the following criteria.

B1 - You lead and direct the work of your team, allocating work, setting objectives, motivating the team to achieve these and supporting them in addressing barriers.

**Please note that should you choose to provide evidence against B1, 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 B1.*

This considers your role in your immediate work team. You will be leading and directing your immediate work team, overseeing the allocation of work, monitoring its achievement and providing feedback to staff members as appropriate ensuring individuals are clear about their role in achieving team objectives. You will be responsible for staff motivation and taking action to address performance issues as required. Generally, the strategy and overall direction of the team and broader area would be set by someone else.

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 trying 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

- Overseeing the work of a team with full management responsibilities.
- Overseeing the completion of a project, directing and leading the team.
- Providing leadership and direction to staff within the area on a day to day basis.
- Ensuring the team are aware of how activities fit into the areas overall objectives, translating overall area objectives into team/individual objectives.

B2 - You initiate, develop or lead groups or networks, either externally or within the University.

**Please note that should you choose to provide evidence against B2, it is likely to overlap with the evidence required in A3. In this situation, there is no need to duplicate information in addressing both points. Simply provide the evidence for both under B2.*

This considers your involvement in groups or networks. You will be involved in groups and networks internally and/or externally, contributing to the effectiveness or development of your area through your participation, but in addition, you will be playing a significant role in initiation and development of networks. You will identify the reason for a group or network, which is perhaps to share information and obtain ideas and feedback, and you will be the main driving force behind its initial set up and then its direction and purpose moving forwards.

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

- Setting up and chairing a cross institutional group to look at an area of ineffective working.

B3 - You provide specialist advice to inform the decisions of others where those decisions have an ongoing impact on a broad area.

This considers the decisions you make as part of your role and the impact those decision have. You will be making these decisions independently, in collaboration with others and will also be providing specialist advice to inform the decisions of others. The impact of this advice will be significant and affect a broad area such as a school or service. It will also influence the development of business plans, long term strategies and strategic working relationships. On that basis, the impact will most likely be long term and the effects will endure for some time. Consideration will almost certainly be given to the consequences and outcomes and therefore significant time may be invested before the advice is provided

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

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

Examples

- Advising senior management on future staffing requirements.
- Providing advice to a strategic steering group in your area of expertise.
- Providing advice to senior management on future trends within your specialist area.

B4 - You manage the health and safety of others and assess the impact of a potentially hazardous work environment on others.

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.

B5 - You support the welfare of staff or students using University support mechanisms, referring on to specialist parties as appropriate.

This considers your responsibility for the physical and mental health and well-being of students, staff and others within the institution. You will be responsible for dealing with predictable welfare issues that are usually covered by documented procedures. This will mean the issue can often be referred to someone more specialist or advice on how to respond can be obtained where the issue is a regular occurrence although you will be responsible for seeing the issue through to an appropriate conclusion. Dealing with these issues will not be the main focus of your role but could still occur reasonably frequently.

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

- Are you approached by others for help?
- What are the typical issues/problems you deal with?
- What do you do and how do you decide what to do?
- Are you able to refer the issue to anyone else for help?
- Is there any guidance material to help you find a solution?

Examples

- Proactively managing and monitoring of absence, referring issues via Human Resources as appropriate.
- Providing support and advice in line with University support mechanisms or referring to specialist parties as appropriate.

B6 - 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

- Coaching or mentoring someone on an ongoing basis to improve their skills and performance.

B7 - You undertake staff reviews for the members of your team and use these to identify training needs and agree with the person how these could be met.

This considers what involvement you have in the development of other team members. You will be responsible for ensuring your staff know what is expected from them and how they are performing against this, providing constructive feedback as appropriate. You will undertake staff reviews and be responsible for the training and development needs of members of the work team and ensure steps are taken to address these needs. You will also be responsible for providing training or instruction to other team members and 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 team's learning needs and decides whether training or development is required?

Examples

- Ensuring all staff are aware of what is expected of them and receive regular feedback on their performance.
- Carrying out regular staff reviews, identifying training needs and ensuring these are addressed.
- Providing ongoing coaching and training to the team.
- Training and supporting staff to develop skills appropriate to their role or career aspirations.

B8 - You provide demonstrations, explanations, or straightforward training for people outside your immediate team.

This considers your involvement in the development of those *outside* of your immediate work team. You will be providing straight forward training/demonstrations on a routine basis, sharing your knowledge and expertise in a relatively informal way. There will be no official assessment of those you are training but you will need to give consideration to the best way to pass on the information to ensure the message you are conveying is clearly understood.

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

- Who do you train/provide demonstrations to?
- What do you train/demonstrate?

Examples

- Providing training on a piece of equipment/IT system.
- Providing training on a process or procedure